



Generations

The Family Business Forum
of the University of North Carolina at Asheville

Summer 2005
Vol. 4, No. 4

Coming Events I

September 14, 2005- UNCA's
Reuter Center

"The Purpose Driven Family Business-
Planning for the Future of Your Business"

Jennifer M. Pendergast, Ph.D. will be leading a very special program covering strategic planning that emphasizes the practical aspects as opposed to the academic of the strategic process in the family business. This includes discussion of your family's mission, vision and values and how to incorporate them into the plan. We'll also talk about how to establish or clarify those elements of the process and the roles owner(s), family, management and the Board assume in the activities.

Participants will be given ideas and best practices that they can apply to their business. And, they will be encouraged to share their experiences and ask questions that

will benefit all involved.



Jennifer Pendergast

Attendees will also be looking at the "parallel planning process" involving both the ownership vision and that of the business itself. As we move through the morning you will review the elements of a strategic plan, how to launch the planning process

and the benefits of having this plan in place. The focus will be to have each audience member leave the room with a clear sense of what they can do now in their business to make it better. This will include identifying the next steps for you in the strategic planning process.

Each member business will also receive a copy of the book "*Strategic Planning for the Family Business: Parallel Planning to Unify the Family and the Business*" by John Ward and Randy Carlock.

Ms. Pendergast holds a B.S. in Finance from the University of Virginia and received her Ph.D. from The Wharton Business School. She specializes in strategic planning and business plan writing and she has been published in a number of academic journals.

Jennifer has teaching experience at the undergraduate, MBA and executive program levels at Georgia Tech, The Wharton School of Business and Emory University's Goizueta Business School.

Additional details on this program will be sent to members later in August, 2005.

From The Director

As we gear up for another year of service to our members, I want to pause and thank departing Advisory Board members Dawn Fry (Advanced Business Equipment), Jami Daniels (Daniels Graphics), Faison Hester (M.B. Haynes Corp.) and Robin Yost (Dynamic Systems) for their work over the past year. And, I want to welcome Mary Alice Arthur (Insurance Service of Asheville), Tom Hunnicutt Jr. (Furniture Market/Gasperson Transfer & Storage), Katherine Morosani (George Morosani & Associates) and Glenda Weinert (Little Beaver Daycare) as newcomers to the Advisory Board. They will be joining continuing Board members Neil Farnam (Farnam Custom Products), Dini Pickering (The Biltmore Company), Richard Kort (McGuire Wood & Bissette PA) and me on the Board.

We talked with all of our members over the summer and one of the many discussion items was our website: www.unca.edu/fbf. I found that the site has not seen much use by members mainly because you have no real reason to use it. Information on meetings and speakers has routinely been conveyed to you well enough in advance via the newsletter, regular mail and e-mail that visiting the site was not necessary. That said, the site is, potentially, a marketing tool for your business that has been underutilized. And, while it has been functional in nature, the site does not present the Family Business Forum as attractively as we would like. Therefore, we are planning on some changes to it.

Almost all of you promised to view the site and offer you comments and suggestions as to how it might be upgraded to benefit your business. Please try to provide this valued feedback as soon as possible that we might incorporate your ideas into the planned revisions.

"Generations", our quarterly newsletter is also receiving some attention from the Advisory Board. For the most part, it is seen as a very popular piece not requiring much in the way of changes. And, the Board would like to have it – including all past issues- added to the web site. This is an excellent time for you to comment on that piece as well as review who in your family business should receive a copy of the newsletter. Chances are the names we have on file may be somewhat outdated or incomplete. You can send your comments and your current distribution list (with addresses if different from your business address that we have on file) to Susan Maas via e-mail: smaas@unca.edu or fax it to her at 828-251-6142.

I am also working with UNCA to develop a series of white papers exclusively for Forum members. We are working to establish the contents now and are pleased and excited to offer this additional service to you during the coming year.

The Forum has experienced excellent growth and currently has a good mix of longer term and newer members. We feel we are up to the challenge of addressing the needs of all of our member businesses. And, we look forward to renewing acquaintances with each of you on September 14.

Rich Lasher
Executive Director



Daniels Business Services Asheville, NC

The Family Business Forum of the University of North Carolina at Asheville

The purpose of the Family Business Forum of the University of North Carolina at Asheville is to enhance the viability of closely held businesses in Western North Carolina. Guided by its members and supported by sponsors, the forum presents programs and activities that are meaningful and relevant to the membership. The Advisory Board, composed of a sponsor, FBF members and the executive director, develops programs for the year, which runs September–May. The forum is a resource to successful family-owned businesses seeking to support the entrepreneurial spirit of the family and the company.

Advisory Board

Mary Alice Arthur
Insurance Service of Asheville
(member)

Neil Farnam
Farnam Custom Products (member)

Tom Hunnicutt, Jr.
Furniture Market/Gasperson
Transfer & Storage (member)

Richard Kort
McGuire Wood & Bisette PA (sponsor)

Katherine Morosani
George Morisani & Associates (member)

Dini Pickering
The Biltmore Company (member)

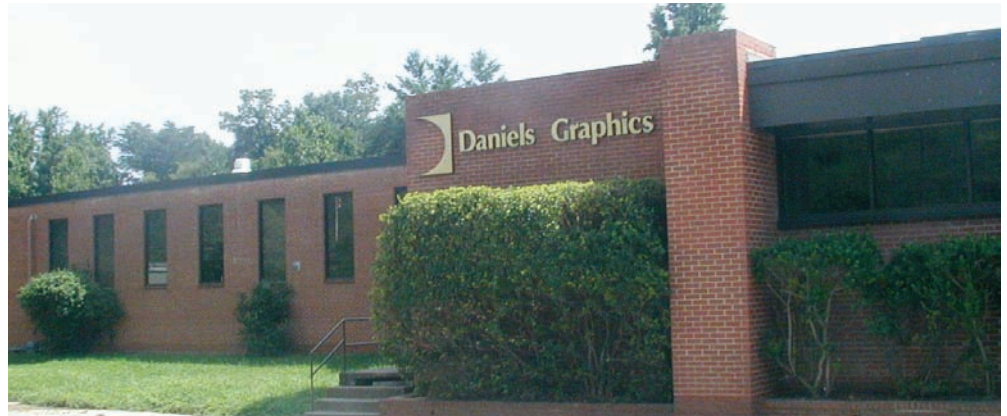
Glenda Weinert
Little River Daycare (member)

Richard Lasher
Executive Director
UNC Asheville



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Visit our Web site at www.unca.edu/fbf/



Daniels Graphics current location at 131 Sweeten Creek Road, since 1992.

Daniels Business Services, Inc., got its start on a bench in Pritchard Park in 1948. It has since gone on to become a major supplier of a wide array of communications services to Asheville area businesses.

In 1947 Earnest W. Daniels came to Asheville from Florida, a victim of tuberculosis. He fully expected to die there. But the Asheville climate and Daniels' own gritty determination to survive delayed the inevitable for 17 years.

Upon his arrival in Asheville, Daniels had to struggle to make a living. He was an expert typist and skilled in office procedures, and for a while he worked from a Pritchard Park bench, canvassing the offices around the park for typing jobs.

He was able to make an arrangement with the law firm of Shuford, Hodges and Robinson, around the corner on Wall Street. In the morning he typed for the firm on its typewriter. In exchange, in the afternoon he was allowed to use the firm's typewriter to do jobs for paying customers. A year later Daniels borrowed \$50, bought a used typewriter and a used mimeograph machine, and opened a business office in Room 27 of the olde McIntire Building on College Street in an area that since has been cleared by urban renewal.

The business prospered. A year or so later Daniels expanded into Room 28. His son, James W., and his daughter, Barbara, both worked in the company, and his wife, Dorothy, labored as office manager and chief typist.

The firm later moved to 342 Merrimon Avenue. By that time Daniels Business Services could afford an electric typewriter and electric mimeograph machine. Daniels also acquired a used offset press, and he and his son taught themselves how to use it.

In 1955, troubled by a lack of capital and failing health, Daniels sold the company to Dr. Logan Robertson, an Asheville investor who put together the forerunner of the modern conglomerate. He organized the DiSer (Diversified Services) Corp., which owned, among other things, the Daniels operation, the old Manor Hotel, a sports car company, a photo lab, and an aviation firm called Di-Ser Aero.

Prior to his father's death in 1964, James Daniels had served in the Air Force and

had attended St. Mary's University in San Antonio, Texas. Later that year James bought the firm from Robertson. In 1969 he acquired Miller Printing Company, known as the company of "firsts"—first off-set press, first litho camera, first computerized typesetting. In 1972 he moved his operation to the Miller Printing plant at 15 Rankin Avenue. Miller Printing began business in 1916 and erected the building on Rankin Avenue some eight years later, ranking itself as the largest printing firm in western North Carolina. Daniels combined the printing, mailing, and answering service operations there.

Daniels Business Services, Inc., which employs 70 people in its various companies, now operates Daniels Graphics, Daniels Communications, Daniels Monitoring Service, and Daniels Marketing Services Group.



The Daniels Business Services building in 1924 when it was occupied by the Miller Press, Inc., the original occupant.

Coming Events II

October 11, 2005-The Vanderbilt Room of the Inn on Biltmore Estate

“Business Continuity and Family Harmony: A Case Study Approach”

For many years one of the most popular programs we have each year is one in which we have a family business come in and speak to us about themselves. We have all enjoyed the presentations of Tanner Industries, Bush Brothers, The Budd Group, Arbor Engineering and the LL Bean Company. And, they have not only entertained us but have provided insights into their own families and businesses as well as lessons we can benefit from.

We are pleased to have The Family Business Institute of Raleigh, N.C. with us this year to make a very unique presentation on an actual family business. This will include real interviews with a number of the persons involved in or affected by the family business such as the founder, his daughter, the VP of sales & marketing, a son-in-law (the controller), the non-family operations manager, the wife of the founder, a non-employee child and others.

Attendees will learn about the issues and opportunities facing this particular family business and will actively participate in creating solutions for the various business issues being faced. Then, you will see what actually did happen within the business and enter into discussions as to what the preferred solutions might have been (if different from the path chosen) and why. Conflict, control, succession and risk of accumulated wealth will all come under discussion in this interesting case study format.



Wayne Rivers

Leading the session will be Wayne Rivers, the co-founder and president of The Family Business Institute. The author of two books on the subject of business families; he has appeared on the CNBC special program “American Family Business”. Wayne is the host of a new program dealing with closely held business issues on the VoiceAmerica online business channel that premieres on September 15, 2005 (Thursdays at 2:00PM EST).

Mr. Rivers has written dozens of articles for magazine and trade publications and has produced an acclaimed newsletter “Family Times” for over 10 years. He recently completed The Family Firm Institute’s “Certificate in Family Business Advising” program.

We are planning this as a morning session on October 11 and expect the beautiful Fall colors to be on full display as you make your way to one of our favorite meeting locations- The Inn on Biltmore Estate. We will be providing you will additional details on this program later in September.

UNC-A Family Business Forum Newsletter

Biltmore Estate Presents...

Blueprints for Success: The Future of Your Family Business Leadership & Dynamics in the Family Business November 1 – 4, 2005

Biltmore Estate is pleased to share information with UNC-A Family Business Forum members regarding **Blueprints for Success: The Future of Your Family Business**, a special opportunity geared specifically for business owning families. In follow up to the successful session in May (**Working with the Family – Best Practices**), Biltmore Estate and The Family Business Consulting Group, Inc. (FBCG) are working together again to present the last session in **Blueprints for Success 2005 series - Leadership & Dynamics in the Family Business** (November 1 – 4).

With an agenda that focuses on “the business of family business” and family meeting opportunities at the Inn on Biltmore Estate, **Leadership & Dynamics in the Family Business** is presented in an interactive, multi-day seminar format. Developed by Biltmore Estate in collaboration with the best resources in the field, The Family Business Consulting Group, Inc. (FBCG), **Leadership & Dynamics in the Family Business** will help you and your family prepare for tomorrow by addressing important family business issues today, while promoting long-term family commitment, fairness, and harmony.

And as UNC-A Family Business Forum members, all family business owners and non-family executives registering for the session **receive 10% off of the regular tuition price (with an additional 5% off of the tuition price for early registrations received by September 15, 2005).**

The upcoming program agenda includes:

Leadership & Dynamics in the Family Business
Tuesday, November 1 – Friday, November 4, 2005

Topics & Key Learning Points

- Preparing the Next Generation for Their Roles as:
 - Family Leaders
 - Business Leaders
- Roles of Owners Not Working in the Business
- Building Your Team: Non-Family Executives in the Family Business
- Choosing and Using Advisors
- The Power of the Board

The estate will serve as a backdrop for the session, with program content and facilitation by distinguished FBCG faculty. Class size is limited, and as a special feature, participants will have an opportunity to meet and learn from FBCG faculty consultants, participate in individual family business planning sessions, and develop take-away action plans for their own businesses. Set in beautiful surroundings and delivered by experts in the field of family business, we hope that our UNC-A Family Business Forum colleagues will feel welcomed to participate in **Leadership & Dynamics in Business Owning Families**. For more information, please see www.biltmore.com/blueprints or call 888-804-8264.

UNCA Academic Internship Program Provides Qualified Students to Area Businesses for Specific Projects: *What can we do for you?*

The University of North Carolina Asheville is a public liberal arts university with a reputation that extends beyond the state. UNC Asheville has received national recognition for its integrative approach to the liberal arts, specifically its Undergraduate Research and Humanities programs. Other experiential-learning programs of noteworthy interest include study abroad, service-learning, and academic internships. All these programs prepare our students for leadership in their future professional roles and community involvement.

Of particular interest to Family Business Forum members would be our Academic Internship Program. Over 215 students completed internships for credit this past year. The majority of these positions were in the Asheville area. Many other students pursue these experiences for non-academic credit.

When deciding on developing an internship program, it is important to consider the



Holly Waltemyer, Internship Coordinator (left), working with Amy Murphy ('05), former MTV Real World and Career Center Intern

parameters of a successful internship experience, the type of student you are seeking in terms of skills and qualifications, and projects to support your organization's needs that you would like this intern to initiate and/or complete. To help you reflect on the relationship between your organization and the internship candidates at UNC Asheville, I have addressed these considerations from my perspective as the UNC Asheville Career Center Director.

Internships for course credit are offered through approximately 14 out of 30 UNC Asheville academic departments. Typically, the credit-based programs are connected with a course that will allow the student to relate classroom learning to actual work experiences. Non-credit based internships are endorsed by every academic department. These opportunities include part-time programs during the academic year and full-time summer internships.

Employers can expect 8-10 hours of work a week done on a part-time basis from the student intern, with a set of clearly defined objectives, major tasks, and outcomes. Fall, spring and summer options are available depending on your organization's needs.

Regarding our internship candidates, the UNC Asheville student can be character-

ized by one who is self-motivated and intellectually curious about many subject areas. They are thinkers, visionaries, and doers. They analyze problems and topics from various perspectives (i.e. science, literature, business, communication, history, global diversity) and provide solutions based on their multi-faceted perspective.

They are successfully applying their education through various internship projects such as calculating figures and managing accounts, writing/proofing proposals, creating marketing brochures and plans, researching scientific and social problems, analyzing statistics, conducting customer satisfaction surveys, developing databases and websites, designing training courses, planning and preparing grant applications, providing language translation and interpretation, and overseeing various project-based work.

Due to the level of interest amongst our students seeking internships, the Career Center created a credit-based course to now allow students to pursue a second internship for credit either related to their majors or career interests. We anticipate our student interest to expand even more over the next few years. One of our goals is to connect their interests and skills to help advance your organization's mission.

To learn more about UNC Asheville's academic programs, please visit <http://www.unca.edu/facstaff/departments.html>.

Any questions about the development of internships for your organizations should be directed to Holly Waltemyer, Internship Coordinator for UNC Asheville's Career Center. She serves as a consultant for employers, faculty, and students. She can be reached at 828-251-6515 or career@unca.edu.

By Eileen C. Buecher, UNCA Career Center Director

About Our Sponsors

Colton Groome & Company

Since 1950 Colton Groome & Company has provided clear strategies in a complex financial world. Colton Groome is a financial strategies and benefit planning company that assists business owners in establishing carefully constructed financial security and succession plans. Offices are located at 34 Orange St., Asheville. (828/252-1816, fax 828/254-5895)

Dixon Hughes PLLC

Dixon Hughes is the largest public accounting firm in the Southeast. Its capabilities include accounting and auditing, tax planning and preparation, estate planning, litigation support, health-care consulting, financial services and general management consultation. Offices are located at 500 Ridgefield Court, Asheville. (828/254-2254, fax 828/254-6859)

First Citizens Bank

Established in 1898, First Citizens is the largest family-controlled bank in the United States. First Citizens' product array includes a full line of financial services such as personal and relationship banking, private client banking, investor and trust services and insurance services. Its main office in Asheville is located at 108 Patton Ave. Call Brad Blackburn for information. (828/257-5747, fax 828/684-4329)

McGuire Wood & Bisette PA

McGuire Wood & Bisette is the oldest law firm in Asheville with continuous practice dating to 1894. The firm is focused on the business, financial and litigation needs of its clients in Western North Carolina and across the United States. The firm is located at 48 Patton Ave., Asheville, in the Drhumor Building. (828/254-8800, fax 828/252-2438) www.mwbawl.com

Family Business Forum

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