



Volume 12, Issue 3
September 2004

FAMILY BUSINESS NEWSLETTER

A publication of the Delaware Valley Family Business Center

Join us at our fall Family Business Forums ...



Allon & Rod Lefever
Former Partners, OneMain.com

In most family businesses, the father invites the son to help manage the growing business. Not so with the Lefever family!

At age 28 Rod Lefever founded a national internet access company, OneMain.com in Lancaster, PA. At Rod's initiative, his father joined him, and together they created remarkable father-son business synergies.

Wednesday, September 15, 2004 When the Entrepreneur Invites "Dad" Into the Business

7:30 to 11:30 a.m.
Indian Valley Country Club, Telford, PA
(breakfast buffet included)

In 18 months the Lefevers grew OneMain.com from 323,000 customers to 800,000 customers. After bringing in \$25 million in an initial public offering in early 1999 and acquiring 17 service providers across the country, EarthLink acquired OneMain.com in September 2000 for \$308 million.

Join us on September 15 to learn the secrets of the Lefevers' successful partnership, their company's Guiding Values, and how and why they decided to sell their family firm.

Panel Discussion

"The Role of Key Non-Family Executives in Next-Generation Development" will be the topic of a panel discussion at the September 15 Forum featuring persons representing the following roles in family businesses:

- Leading/Senior Generation
- Next-Generation Leaders
- Key Non-Family Executives

Next-Generation Learning Labs ... Success Through Peer Groups

Preparing current and future leaders by deepening understandings and building competencies in business and ownership. Fast track your learning!

Accountability & Community

"The experience has far exceeded my expectations!

This is not textbook learning, but hard-core business learning with a built-in accountability structure. I've formed deep relationships as I learn from peers. Two in the group have moved into president roles since I joined." *Ken Weaver, Weaver Companies Inc.*



Results

"The Next-Generation Learning Lab has been one of the most rewarding groups I have ever been part of.

Everyone is in the same situation ... all striving to take our companies through our generation while in the leadership role. It would be my strong recommendation to others in similar situations to take advantage of this resource." *Johnathan Rex, Rex Heat Treat Company*



Professional Growth

"The Next-Generation Learning Labs have been a tremendous help to our family and business. Things we've never talked about before have come to the surface. **When Ken joined a Next-Gen Lab in September 2002, his arc of learning soared!**" *Melvin Weaver, President, Weaver Companies Inc.*



To learn more about our mentoring and assessment services or to make arrangements to visit a Next-Generation Learning Lab group meeting, call Sally Derstine.

Wednesday, November 17, 2004 Building the Legacy at Byers' Choice Ltd. & Leidy's Inc.



Special Dinner Meeting
Byers' Choice Ltd., Chalfont, PA
Register early ... seating is limited!



Jeff Byers & Bob Byers Jr.
Byers' Choice Ltd.
Chalfont, PA



Tom & Terry Leidy
Leidy's Inc.
Souderton, PA

Join us for a **special dinner meeting** at Byers' Choice Ltd. on **Norvember 17** to learn from two successful multi-generational family businesses who continue to develop new strategies and products while managing family and business challenges.

Founded in 1978, Byers' Choice Ltd. employs over 175 people. Jeff and Bob Byers Jr. say fondly that their mother's hobby of creating Christmas figurines "got a little out of control."

A manufacturer of premium pork products, Leidy's has been operating in the local agricultural industry since 1893 and is currently in the third generation of management.

Scenes from Our March 20, 2003, Family Business Forum

Enduring Values and Best Practices at Wawa

Richard D. Wood Jr., CEO
Wawa Corporate Headquarters, Wawa, PA



Rapid Roundtables ... a NEW Forum feature!

Sherry Russell, Alderfer Inc., Harleysville, leads a 15-minute Rapid Roundtable discussion on Mentoring for Next-Generation Successors.



Keynote speaker **Richard D. Wood Jr., CEO of Wawa,** shares how his innovative, forward-thinking family has refreshed its strategy for over 200 years to become a \$2 billion family business icon with 550 stores and 13,000 employees.



Policy Handbook Highlight at May 19 Forum



Henry Landes, President, Delaware Valley Family Business Center, (right) presents new *Policy Handbook* resources on mentoring for next-generation leaders.

FAMILY BUSINESS HIGHLIGHT:

The Role of Mentoring in My Development as a Leader
Tripp Davis, L. D. Davis Industries Inc., Huntingdon Valley (left), and **Sherry Russell, Alderfer Inc., Harleysville** (second from left), share insights on the important role mentors play in their own growth and leadership as next-generation leaders.



Mother and daughter: **Maura Abrahams and Ellen Condello, Leading Benefits, Philadelphia.**



Cousins: **Ken and John S. Wilkins, Delaware Valley Wholesale Florist Inc., Sewell, NJ.**

(Left to right)
John Heck, Kreischer Miller, David Campbell and Dan Cardone, Benjamin Obdyke Inc., Horsham.



Father and son: **Fred P. Woll Sr., and Fred Woll Jr., F. P. Woll and Company, Philadelphia.**

Welcome to NEW Forum Members!

Horst Family	Premier Custom-Built Inc. New Holland, PA
Koen Family	Koen Book Distributors Inc. Moorestown, NJ
Neilson Family	Neilson Companies Audubon, PA
Woll Family	F. P. Woll and Company Philadelphia, PA



The **Neilson Family: Tony, John Jr., Ron, John Sr., Emy, Don Sr., Bryna, Don Jr., Neilson Companies, Audubon.**

How Can Family Business Forum Membership Help MY Business Family Thrive?

1. Initial Family Meeting Consultation.

An **individual** meeting with your family to clarify your objectives and introduce resources to help prepare your business family for another generation of success.

2. Policy Handbook for Business Families. A practical, how-to handbook designed to educate and help business families meet together to develop their OWN family business policies and plans. Members receive new Handbook inserts at each meeting!

3. Quarterly Forum Meetings. Learn from successful business families and experienced family business advisors. **Member companies receive one FREE registration to EACH Forum.**

4. Learning Labs. Unique opportunities to focus on specific issues in a smaller learning environment, i.e., Next-Generation, Leading Generation, Women in Family Business, Key Non-Family Managers, Spouses of CEOs.

5. Estate Planning Fire Drill. A quick, concise process

designed to identify and resolve problems associated with your untimely death, culminating in a valuable written report (*Jon Samel and Chuck Creighton*).

6. Financial Scorecard. A complete diagnostic review of your firm's important financial and operational indicators (*Mario Vicari*).

7. Marketing Audit. Solutions to your specific sales, distribution and marketing problems (*Pat and Peg Wash*).

8. Philanthropy Review. A review to determine if your legacy plan adequately reflects your values and desires (*Bill Hartman*).

9. Family Business magazine annual subscription. Written exclusively for owners and managers of family companies focusing on the tough issues virtually all business families must face (\$95 value).

10. Get instant answers to almost 100 family business topics through a Searchable On-Line Family Business Library housing hundreds of articles (www.dvfambus.com).

11. Membership Directory, which facilitates member-to-member interaction and learning about family business issues.

Our FAMILY BUSINESS CENTER

Since 1989, our clearly defined process helps families beat the odds through **The Succession Zone**. Our team of experienced consultants, educators, and speakers helps business families: **TALK** about the real issues, **WORK TOGETHER** in teams and **PLAN** for the future.

Annual Membership Fee. Thanks to the generous support of our partners, the annual membership fee is \$800. Limited to family firms; subject to review by our Membership Committee. Membership is on an annual basis.

Return This Form to Register for the September 15 and November 17 Forums

Business Name _____
Address _____ City _____ State _____ Zip _____
Phone _____ Fax _____ E-mail _____ Website _____

Wednesday, September 15, 2004: Breakfast Meeting When the Entrepreneur Invites "Dad" Into the Business REGISTER TODAY!

Wednesday, November 17, 2004: Dinner Meeting Building the Legacy at Byers' Choice Ltd. & Leidy's Inc. REGISTER EARLY ... Seating is limited!

Name(s) _____ Name(s) _____

Non-members may attend once as a guest at a \$100 registration fee.

If paying by check, please make check payable to:
Delaware Valley Family Business Center, 1011 Cathill Road, Sellersville, PA 18960 USA

If paying by credit card, please complete the following:

Card Type: Visa MasterCard AmEx Discover Expiration Date: _____

Cardholder's Name: _____

Street Address: _____ Zip Code: _____

Card #: _____

Authorized Signature: _____

With my signature, I give Delaware Valley Family Business Center authorization to charge the above stated credit card for the amount indicated.

Cancellations must be made two days prior to event. The registration fee cannot be refunded or waived when cancellations are made after that date or when the registrant does not attend.

MEMBERS: Unable to Attend the May 19, 2004, Forum?

____ Please send me the audio tapes (set of 2) and handout booklet from the May Forum featuring Richard D. Wood, Jr.: "Enduring Values and Best Practices at Wawa." (\$20)

Total Registrations (less one FREE) _____ X \$75 = \$ _____

May 19, 2004, Audiotapes (set of 2) _____ X \$20 = \$ _____

6% Sales Tax for Audiotapes ONLY = \$ _____

\$3 shipping for Audiotapes ONLY = \$ _____

IF NEW MEMBER, \$800 = \$ _____

TOTAL = \$ _____

Family Business Seminar Series Hosted by Kreisler Miller

Friday, September 24, 2004 Structuring and Financing Transitions

Transitioning ownership is one of the biggest challenges family-owned companies face. These transitions begin with proper planning and structure, and conclude with having the proper funding and financing mechanisms in place to affect the transition. This seminar will provide an overview of the proper structure and funding mechanisms of buy/sell agreements, as well as the financing alternatives available to family-owned companies to fund the transaction of shares between family members.

About the presenters ...

Thomas J. Saunders is a Senior Vice President at Brown Brothers Harriman and directs the marketing of the firm's Corporate Finance, Private Equity, Corporate Banking and Investment Advisory services.



Mario O. Vicari, Jr. (see October 14 presenter notes.)



These seminars cover topics specifically developed to help business families make wise choices today and provide them with the knowledge to plan for future generations.

Thursday, October 14, 2004 Retaining and Compensating Non-Family Executives

Non-family executives are a critical cog in successful family businesses because they often bring depth, experience, and perspective that does not exist within the family. Retaining key non-family executives is often challenging because of their role and the fact that they often do not have any tangible ownership in the business. This seminar will cover the issues involved in dealing with key non-family executives and how to increase the retention of these important contributors. It will also cover long-term compensation arrangements that give the employees the incentives to act like an owner and be compensated over the long haul for their contributions.

About the presenters ...

Mario O. Vicari Jr., CPA is a director in Kreisler Miller's Audit and Accounting Group. He is a CPA and Certified Valuation Analyst and has over 20 years of broad experience in providing accounting, auditing and advisory services to privately-held and family-owned entrepreneurial businesses and their owners.



Henry D. Landes is the Founder and President of the Delaware Valley Family Business Center, which has served over 400 family firms since 1989. He is a contributing editor of *Family Business* magazine and a frequent speaker to family businesses and advisors of family firms.



Thursday, November 11, 2004 Preserving Family Wealth Through Estate Planning

A good estate plan is a vital cog to ensure the continuation and succession of the family business and the preservation of wealth within the family. The program will cover and explore current and expected future estate tax legislation, strategies for gifting and charitable giving, and creating liquidity within the estate. Participants will receive a road map for the important steps in the planning and specifics to preserve wealth by family business owners.

About the presenter ...

Michael W. Donahue is a director in Kreisler Miller's Tax Strategy Services Group. He has a wide range of experience in tax services including planning, consulting and compliance for closely held companies and their shareholders. Specific areas edit studies and estate planning. Michael has held positions in the tax department of both international and regional accounting firms.



All Seminars to be held at Kreisler Miller's Horsham office 8:30 to 10:00 a.m.

Seminars qualify for CPE credit.

TO ENROLL or for more information

Contact Emily Jeske at Kreisler Miller
200 Gibraltar Road
Suite 200
Horsham, PA 19044-2378
Phone: 215-441-4600
Fax: 215-672-8224
ejeske@kmco.com
www.kmco.com



Kreisler Miller Family Business Series Launched on July 15, 2004

Henry D. Landes, President, Delaware Valley Family Business Center, presented **Preparing for Next Generation Leadership** at the first Family Business Seminar.

J. M. Hasson of Hypex Inc. shared the key elements of his successor development plan which include valuable outside work experience as well as membership in one of our Next-Generation Learning Labs.

The Family Business Forum is underwritten in part by the generous support of our Partners.

Delaware Valley Family Business Forum Partners



Hamburg, Rubin, Mullin, Maxwell & Lupin is one of the premier area law firms with offices in Montgomery, Bucks and Lehigh Counties, serving the community for more than 30 years. We have helped hundreds of family businesses with succession planning. Our other areas of specialty include business law, estates, family law, real estate and environmental law, commercial litigation, personal injury, and employment law. For further information, contact **Jonathan Samel** at (215) 661-0400, or visit our website at www.hrmm.com.



The Quakertown National Bank is an independent community bank which provides a full range of banking services to business organizations and families. Founded in 1877, QNB has seven offices located in Bucks, Montgomery and Lehigh counties. Our vision is to help our clients achieve their goals by providing a financial relationship built upon exceptional personal service and a sincere interest in their success. For further information, contact **Bob Wieand** at (215) 538-5600, ext. 5611, or visit our website at www.qnb.com.



Mennonite Foundation and MMA Trust Company are dedicated to helping families make a difference in the world by incorporating their values into their charitable giving and estate planning. We assist families with creative charitable giving and estate planning trust administration. Contact **Bill Hartman** at (800) 494-6622 or email him at bill.hartman@mmapartners.org.



Brown Brothers Harriman, founded in Philadelphia in 1818, is the oldest and largest financial partnership in America. The firm maintains offices across the U.S. and in the world's major money centers. BBH focuses on substantial, privately held companies, and their owner-managers. BBH helps its clients in the areas of capital formation, mergers, acquisitions, divestitures, wealth management, and the intergenerational transfer of assets. Contact **Thomas J. Saunders** at (215) 864-1869, or on the web at www.bb.com.



The Walsh Group is a team of marketing and creative consultants specializing in marketing plans, web design, logo design, graphics design, e-mail marketing, and web site promotion. Our goal is to make sure our customers benefit from the marketing investments they've made. Please contact **Pat Walsh** at (215) 491-3448 or learn more about us on the web at www.thewalshgroup.com.



Kreisler Miller is one of the largest regional certified public accounting and business advisory firms serving family-owned businesses in the Delaware Valley offering an array of value-added services for privately held businesses and their owners. We help clients in the areas of accounting and auditing, taxation, accounting systems, business valuation, and performance improvement. Our goal is to improve our clients' financial performance and the long-term value of their businesses. Contact **Mario Vicari** at (215) 441-4600 or mvicari@kmco.com. Visit us on the web at www.kmco.com.



Key Advisors Group is a family-owned, independent financial planning organization dedicated to being the premier provider of creative insurance solutions. We assist our clients in establishing and implementing financial and estate plans designed to protect their families and businesses. We take pride in our ability to develop innovative ways to allow your hard-earned assets to continue to work for you and your family. Contact **Chuck Creighton** at (610) 891-9700, or on the web at www.keyadvisorsgroup.com.

FORUM AFFILIATE

Family
Business
Magazine

The Leber Family Joins the Winners' Circle



It has been exciting to watch Lance Armstrong win the Tour de France for the sixth time in a row. The 20-stage race is so grueling that no other five-time winner has been able to break the record. Armstrong, a cancer survivor, will be 33-years old in September 2004.

Before Armstrong was born, Phil and Bert Leber mortgaged their home and moved five children from Chalfont to Hatfield to buy George's Tool Rental. There were no sponsors, no press coverage and no mythic comparisons. In fact, back when few people understood the concept of renting tools and equipment, there were voices expressing caution if not full blown doubt.

In the world of family-owned businesses, the Lebers are no less heroic than Armstrong. For 34 years they trained for this final challenging leg of the family business journey: ownership transition. They won this stage of the race in record time by consistently making intentional, timely choices that honored the family and the business. The celebration dinner in July marked well their success. I was honored to have been included on this journey.

Moving the ownership from one generation to the next is unfamiliar territory – it usually happens once in a lifetime. It can be a risky journey for all members of the family, especially those who still work in the business, as well as for employees. Most transitions are not

successful, and all of them face considerable challenges which include:

- Transfer of control, power and wealth to the next generation
- Protecting the ongoing financial security of the family and the business
- Identifying which, if any, of the children are suited and willing to take on the mantle of ownership
- Resolving disagreements while fostering a practice of honest, vibrant discussion.

Perhaps the most significant challenge that families face is fighting

inertia, the way it's always been. It requires many acts of courage to begin the discussion, engage experts and make the critical choices associated with ownership transition. The Lebers did an exceptional job in this area. Here's their story.

worked in the business at one time or another but when it came time to hand off the business to the next generation, it was the son-in-laws who had been carrying the lion's share of the work for several years. As Bert's health declined, Phil diverted more of his energies to her care. Wisely, Phil directed the next generation to create a proposal for ownership transition that would honor the family and assure a solid future for GTR, the employees and the customers. It was at that point that I was invited to serve as

options, they made the difficult but appropriate decision to place Bert in the Alzheimer's Treatment Unit at Dock Woods Community.

Several factors contributed to this successful transition. First, this family possesses a strong reservoir of good will toward each other that is deeply rooted in their faith in God. This good will was bolstered by their ability to speak the truth to each other in love as they considered all the options together. Additionally, they sought out and effectively used a team of trustworthy advisors who have vast experience in working with ownership transitions, including:

- **Jon Samel**, Esquire, Hamburg, Rubin, Mullin, Maxwell & Lupin, who offered essential legal counsel for both estate planning and business transfer
- **Mario Vicari**, CPA, Kreisler Miller, who offered invaluable financial analysis and transaction support
- **Bob Wieand**, Quakertown National Bank, who arranged the necessary financing.

The Lebers fought the inertia to continue working without a clear succession plan and staying in half-hearted conversations about what might happen in the distant future. They made choices and took considered actions to complete the transition in record time, about 12 months.

As I noted in my remarks at the Ownership Transfer Celebration Dinner, this process has

been a "refining fire" for Al and Marty Wismer, the new owners. While Al has demonstrated his ability to manage the company over the years, he and Marty were appropriately cautious and thoughtful about assuming ownership. They will carry forward the governing values of GTR established by Phil and Bert 34 years ago while offering a fresh vision and renewed vitality.

Congratulations to the Leber family! Your willingness to engage each other, seek counsel and make timely choices has served your family and business well. Like Lance Armstrong's new record, your story and success are an inspiration to me and to other business families.

At Delaware Valley Family Business Center, we share a foundational value with all of our clients at the outset: *the family is more important than any enterprise or any business endeavor.*



Congratulations to the Leber Family on Successfully Passing the "Wrench"



George's Tool Rental and Good Times Rental

Description: Contractor and homeowner tools and equipment rental; party and event rental
Locations: Hatfield and Danboro
Website: www.gtr-rents.com

Owners Since 1970: Phil & Bert Leber
New Owners: Al & Marty Wismer
Family Members Employed: Scott Labs, Jay Moyer, Al Wismer (son-in-laws)



In the tool rental tradition, **Phil & Bert Leber** "pass the wrench" to **Marty & Al Wismer**.



Sandra (Phil & Bert's daughter) & **Scott Labs** and other members of the Leber Family hosted an Ownership Transfer Celebration Dinner attended by many past and present employees in June 2004.

a guide to facilitate the discussions, clarify aspirations, identify values, explore options, and forge a plan of action.

At our Center we share a foundational value with all of our clients at the outset: *The family is more important than any enterprise or any business endeavor.* Last fall, during this process, it became obvious that a family matter more pressing than the business had to be addressed. Due to the progressive nature of Bert Leber's struggle with Alzheimer's disease, the family stepped back from the business discussions and came together to discern the next step in Bert's care. After considering several

2004 Program Schedule – Mark Your Calendars!

Wednesday, September 15

7:30 to 11:30 a.m., Indian Valley Country Club, Telford, PA (breakfast buffet included)

When the Entrepreneur Invites "Dad" Into the Business

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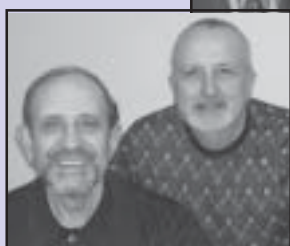


Wednesday, November 17

Special Dinner Meeting at Byers' Choice, Chalfont, PA

Building the Legacy at Byers' Choice and Leidy's Inc.

Jeff Byers and Bob Byers Jr. (right)
Byers' Choice Ltd., Chalfont, PA
Tom and Terry Leidy (left)
Leidy's Inc., Souderton, PA



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