

ENTERPRISING FAMILY ISSUES

A Newsletter for Connecticut Families in Business - Success Through Knowledge



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The UConn Family Business Program announces winners of the 2005 Connecticut Family Business of the Year Awards 10th Anniversary Celebration

The University of Connecticut Family Business Program announced the winners of the 2005 Connecticut Family Business of the Year Awards 10th Anniversary Celebration. This prestigious award honors Connecticut family firms that embody core family values and the best of American free enterprise. Nine finalists were honored at the ceremony, which drew a crowd of three hundred people, at the University of Connecticut's South Campus Rome Ballroom on Thursday, November 17th, 2005.

The Connecticut Family Business of the Year Awards recognize successful family firms in three categories: small-sized businesses, medium-sized businesses and large-sized businesses. Winners were chosen by a panel of judges and evaluated based on business success, positive family and business linkage, multi-generational family involvement, dynamic contributions to community and industry, and innovative business practices or strategies. The 2005 Connecticut Family Business of the Year Award winners are:

Small Business Category (5 - 49 employees)

1st Place: Foxon Park Beverages; East Haven
1st Runner-up: Lesko & Polke Funeral Home; Fairfield
Finalist: Aurora-McCarthy Funeral Home; Colchester

Medium Business Category (50 - 99 employees)

1st Place: Altek Electronics; Torrington
1st Runner-up: David S. Lapine Co., Inc.; Stamford
Finalist: Component Engineers; Wallingford

Large Business Category (100+ employees)

1st Place: Torrington Supply Company; Waterbury
1st Runner-up: Dymax Corporation; Torrington
Finalist: Palmer's Market; Darien



"I believe that in business, there is the possibility to do well by doing good," noted keynote presenter, Mr. David Neeleman, Founder & CEO of JetBlue Airways.

Pegasus Manufacturing of Middletown was also honored with the 2005 "People's Bank Ulizio Business Achievement Award" presented by People's Bank. The "People's Bank Ulizio Business Achievement Award" is presented to a family firm that has made significant contributions to and advancements within its industry.

Mr. David Neeleman, Founder & CEO of JetBlue Airways gave a dynamic keynote address emphasizing the importance of customer service. With a vision to "bring humanity back to air travel," Mr. Neeleman stressed how much family firms mattered to their employees and communities. "I believe that in business, there is the possibility to do well by doing good," noted Mr. Neeleman. [More information on Mr. Neeleman on page 6].

Leaning on the academic backbone of the University of Connecticut's School of Business, the Family Business Program is a self-funded organization that offers a unique opportunity for family businesses to learn about the unique challenges that occur at the intersection of "family" and "business" from professionals and peers. The Family Business Program is a "think tank" for family business owners, successors, family members and outside managers to gain exposure to new ideas and challenge, validate or reject ideas and ultimately incorporate best practices into their own family firms.

Applications for the 2006 Connecticut Family Business of the Year Award are now available. For more information, contact Priscilla Cale at (860) 486-5628 or e-mail pcale@business.uconn.edu. You can also visit the University of Connecticut's Family Business Program website at www.business.uconn.edu/familybusiness.

1ST PLACE WINNERS

Torrington Supply Company - Large Business Category

David Stein arrived in New York from Lithuania in 1909 and quickly became an entrepreneur, starting his own plumbing contracting company in 1915 and 2 years later founding "Brass City Plumbing Supply." David moved the business's headquarters to Torrington, and changed its name to "Torrington Supply Company". David's son Morris, working side-by-side his father, stayed with the business and he moved the company back to Waterbury. Morris' son Fred, daughter Nancy, and son-in-law Joel Becker (who now serves as CEO), joined the business. A 4th generation is also involved, yet succession will be deliberate and formal. Torrington Supply Company has crafted a "Family Business Plan" that mitigates ambiguity and holds family members to higher standards. Family members titles and job functions are based on their ability to perform those functions - not on ownership. For family members interested in entering the business, they must earn a college degree; work outside the business for a minimum of one year; work in the warehouse and inside sales for 3 - 5 months; work longer hours, outperform, and volunteer for projects. They also undergo regular performance evaluations, earn industry-standard compensation, and enjoy job perquisites based on job requirements. Even then, family employment is not guaranteed and may be terminated if it compromises customer service, operational efficiency or financial performance.



Torrington supply Company shares financial information with all employees and holds quarterly meetings. Suppliers are treated like customers and the company was awarded the "National Wholesaler of the Year" awards by its national trade magazine for their innovative work in leveraging technology in its operations and implementing a successful activity based costing system. This is all to help the company realize its strategic goals of increasing value by lowering operating costs, utilizing technology and passing savings on to the customer; rewarding employees through performance based pay plans and profit sharing; developing strategic vendor partnerships; and making financial and time commitments to those less fortunate.

Altek Electronics - Medium Business Category



Stephen Altschuler was President of IDEX Corporation when the bank called him to tell him that all business accounts were closed and the company had no money. With three young children, Steve purchased the assets at auction, and, after announcing his new organization - Altek Company - in 1972, convinced customers not only to continue doing business with him, but give him cash up front. This gave him the ability to pay the auctioneer and first month wages.

A world class contract manufacturer, Altek Electronics relies on three primary success factors: weekly face-to-face meetings, on-time delivery, and six sigma quality. Together with son David, daughter Sabrina, and non-family President Rich Razza - Altek has emerged an engineering marvel. They have incorporated continuous flow manufacturing principles such as processing smaller batch sizes, leveraging six sigma techniques, using takt boards, implementing a kan ban system for customers and integrating a computerized inventory control system. They also created a visual factory; developed cross-functional work teams where employees serve as their own quality inspectors; and hold monthly safety/toolbox meetings and quarterly town hall meetings to improve communication between employees and managers and talk about ways to improve productivity. This is all done to reduce costs by eliminating waste, improve credibility and develop a culture where change through continuous improvement is second nature. It has all paid off. Eliminating the traditional department structure, product travel distance was reduced from 1/8 mile to 40-65 feet, cycle time was reduced by 75%, and defects decreased astonishingly from 16.7% to 1.5% - all the while, never missing one customer schedule. As such, Altek is ISO 9001:2000 certified, and have earned a 3 out of 4 Quality System Maturity Rating, after its first audit from UTC. They have been profitable 32 out of 33 years in business, and use that profit for social good. Steven, wife Joan, David, Sabrina and Rich are highly philanthropic, donating over \$50,000 to engineering scholarships and \$10,000 to affordable housing in Torrington.

Foxon Park Beverages - Small Business Category

As the last of the 13 micro-bottlers in the Haven area, Foxon Park Beverages, boasting a loyal following, seems to have found the elusive ingredients for success that has earned them the "Best of Connecticut" for best soda by Connecticut Magazine since 2000, and national exposure through the Food Network's "Food Finds" show. Founded by Matteo Naclerio, who immigrated to the United States in 1915 at the age of 27 from Italy, Matteo began a spring water business and purchased a piece of property on Foxon Boulevard which boasted a natural spring and a picnic area - hence the name Foxon Park. However, during the depression, customers were no longer paying 2 cents for bottled water and Matteo decided to manufacture soda - a commodity customers *would* purchase. He began a home delivery business and pursued many mom & pop pizza shops and delis that, to this day, still sell Foxon Park sodas. In the 1940's, sons Joseph, Anthony and Edward entered the business expanding into a syrup and dispensing line, and later, the 3rd generation with Matthew, Anthony Jr (currently President) and Raymond (currently Vice President). A 4th generation is now involved in sales, distribution, internet operations and manufacturing.



Matteo's original recipe is still used to this day - spring water, real sugar (high fructose corn syrup blends - no substitutes) and flavorings made especially for Foxon Park by the same companies that supplied them 83 years ago. Now with 18 flavors, available in 3 package sizes, gift packages and logo apparel, Foxon Park also fills internet orders and ships across the United States. They've expanded their manufacturing plant and office, invested in capital equipment to increase productivity, all the while remaining highly philanthropic. They contribute financial support and soda donations to a number of civic organizations such as veteran events, town events, high school "Alcohol Free" prom nights, medical research events, scholarship funds and much more.

1ST RUNNERS-UP

Dymax Corporation - Large Business Category

In 1979, Andy Bachmann and his wife, Clai, took out a \$30,000 second mortgage on the family home and purchased the assets of the Specialty Chemical Company of the Allied Products Corporation, which included the DYMEX trade name and a limited product line. Renaming it "The American Chemical & Engineering Company" and later "Dymax Corporation," Dymax began selling the products from the adhesive inventory and selling private stock to friends and family to float the newly formed company for the first few years of operation. Neighbor, Dick Belden, and friend, Dave Dewey, pitched in to increase sales of the new acrylic adhesives that Andy was developing, while Clai turned the dining room into a makeshift office and took care of bookkeeping, phone calls and their two young sons, Greg and Brian, who also pitched in stuffing envelopes. It was at this time that Andy tirelessly worked to develop a new structural adhesive patent that combined high performance with instant setting or curing capabilities.



Dymax Corporation is truly a family affair. Graduating from stuffing envelopes, Brian, now an Assistant Professor of chemistry, has developed one of Dymax's patents, and sits on the board of directors. Andy's brother, John has served as COO, and son Greg currently serves as President. A succession process is underway, and the Bachmann's have implemented a transitional President & CEO to mentor the next generation, as well as a Family Council and Board of Advisors. Twenty-five years later, and an astounding over thirty patents later, Dymax is now a \$30 million global supplier and manufacturer of adhesives and specialty coatings, UV curing equipment and oligomers to companies across the Americas, Europe and Asia. Serving a number of industries from medical to electronic to automotive, Dymax's success is due not just to its commitment to research & development, but also to its structured growth. Now out of the basement and into a 40,000 square foot facility, Dymax has sales offices in Frankfurt, Germany and Chang Zhou, China. While Dymax customizes safer and more environmentally friendly adhesives and coatings to match exact requirements of customers, they maintain an incredible product library that is buoyed by highly specialized teams.

David S. Lapine Co., Inc. - Medium Business Category



Having spent many years as a manufacturer's sales manager and executive, David S. Lapine, at the age of 50, set out to build his own business with the knowledge that he could "do better" than most organizations he previously worked with. With guts and gusto, he started out with a product showroom at 1 Park Avenue in New York City in 1962, building what is now the 15th largest distributor of promotional products in the United States.

David's son, Mark, worked side-by-side with his dad in sales and later moved the company's headquarters to Stamford in 1982. Ten years later, Mark's son Noah (now serving as President) joined the firm, followed by Seth (VP of Operations) and Mark's nephew Paul (VP of Lapine Promotional Marketing Agency). With all 4 gentlemen 25% equal partners, Mark has transitioned to Chairman, and has taken on the role of providing strategic guidance

to the company's managers and advisory board. As with everything else they do, the transition was a carefully thought out and well-researched move. They attended Harvard Business School's one-week long executive education program to help define roles and practices that define the company's beliefs and goals and help to improve communication with employees and business partners. It has served to increase confidence levels amongst employees and management, and outlines that the only family members who benefit financially from the Lapine Company are those that are employed by the Lapine Company. There are no shareholders (family or otherwise) who are not employed by the company. Customers are their #1 priority fueled by a steadfast commitment to integrity and relationships with manufacturers can go as far back as 30 - 40 years. Relationships with philanthropic organizations are just as strong, as family members serve on numerous civic boards.

Lesko & Polke Funeral Home - Small Business Category

A German immigrant, Frank W. Polke and his son, Frank M. Polke, began a furniture company in the late 1800's and were aggressively being contracted by local funeral directors to build fine quality wood caskets. At the encouragement of family and friends, the father/son duo founded Frank Polke and Son Undertakers in 1890. During that time, John S. Lesko emigrated to the United States from Hungary, settling in Bridgeport in 1895 and founded two saloons as well as a livery service supplying horses, hearses and hacks to many of the city's funeral directors. In 1909, John and his two sons, Stephen and John, started the Lesko Funeral Home. The 3rd generation of Lesko Funeral Home came onboard in 1935, then the 4th generation, and then a 5th generation in the 1980's with John S. Lesko's great-great-grandsons John S. and Kevin M. Meanwhile, the 3rd generation of Polke Funeral Home joined in the 1930's, then the 4th generation in the 1940's and 50's, and then the 5th in 1975 with Frank M. Polke's great-great-grandson, Frank S. Polke.



In February of 2005, these two mega-families merged, forming the Lesko & Polke Funeral Home in Fairfield. Serving 220 families per year and growing at 15% annually, merging the two businesses afforded the two funeral homes the benefit of a better location, better economies of scale, and better coverage for regular time off. An amiable guideline for ownership, operations and a partnership buyout program with a set formula and succeeding family ownership opportunities was derived. A family employment policy was also drafted that outlined future participation in the firm. Included in this, each interested family member must pass all national and state board exams, obtain a Connecticut funeral director/embalmers license, be successfully employed for one year at another funeral home, and work for five consecutive years at Lesko & Polke Funeral Home before being offered the option for partnership. The current Lesko & Polke families also continue their proud history of service by supporting numerous charitable organizations and providing services free of charge to families in need.

FINALISTS

Palmer's Market - Large Business Category

Palmer's Market began in the early 1900's in Stamford when R.J. "Rocco" Palmer opened "The Modern Grocery Company," primarily serving as a butcher shop and selling some vegetables and groceries. Sensing the growth in nearby Darien, Rocco moved the market to Noroton Avenue's "Fiddleston Block" in 1921 and from there, "Palmer's Market" was born. Rocco's son, Joseph, entered the business in the early 1920's, bringing along his wife Olga, sister Lucy and a butcher. Together, they grew the business into a "superette" and navigated the harsh landscape of World War II as grocery stores rationed food. Notwithstanding, Joseph and Olga took a difficult stance with their loyal customers, but never compromised customer service. Throughout their 81 years, Palmer's Market has undergone incredible transitions, expanding 5 times into their current 24,000 square foot store and heralding in the 3rd generation, Olga and Joe's sons Rocco and Alphonse, and a 4th generation led by Rocco's daughter Cindy, and Alphonse's son Greg, who divide operational and creative demands of the business.



Palmer's Market strives to offer a wide array of hard to find specialty grocery items and have most recently added floral, giftware and prepared foods divisions, as well as offering cooking classes. Palmer's Market also beefed up their kitchen by moving it from the basement to the main floor and hiring graduates of the Culinary Institute of America to prepare "on-the-go" upscale lunch wraps and entrees such as mahi mahi, filet mignon and sea bass to those commuters disembarking from the Noroton Heights train station during rush hour. A tremendous benefactor of the Darien community, Palmer's Market is a social staple and represents much more than just a shopping experience to their patrons.

Component Engineers - Medium Business Category



Component Engineers was founded in 1980 by Ron Hansen Sr., Leonard Ceravone Jr., and a third partner that was later bought out. Since its inception, Component Engineers has expanded from an 1,800 square foot storefront in New Britain to a 36,000 square foot facility in Wallingford complete with 28 presses - the largest being a 300 ton press that is only one of a few of its kind in New England. As with most entrepreneurs, family became involved where help was needed. In the early 80's, Ron Sr's wife Patricia, ran presses as his son Ron Jr, now serving as President, swept floors. Len's wife Arlene, also helped out where needed, as did his daughter Elaine, who is still with the business as project leader. Together, Component Engineers has grown to become a high-tech OEM manufacturer serving the aerospace, medical, government and electronic industries. They have met the requirements of ISO 9001:2000 and FDA standard 13485 and have been able to accomplish a steady growth of 12 - 15% per year for over a decade - ringing in over \$10 million in sales and employing 85 people.

Component Engineers remains dedicated to their employees - providing a profit-sharing plan as well as a 401K. As active members of the National Tooling and Machining Association, and more recently the National Association of Manufacturers, the Hansen's have been working to promote US manufacturing. Through their civic efforts, they have promoted golf tournaments and wine tastings to raise money for the Child Identification Program, Connecticut National Guard for victims of the Southeast Asia tsunami, and helped raise money for scholarships for students and local families in need - earning them the Wallingford Free Mason's Sutterlin Award for outstanding service to the community.

Aurora-McCarthy Funeral Home - Small Business Category

Aurora-McCarthy Funeral Home was established in 1996 after Patricia McCarthy suffered a devastating on-the-job spinal injury after a 17-year career as a nurse, and her husband and brother-in-law, Shaun and Dan, respectively were laid off from Pratt & Whitney. Prompted by Shaun & Dan's father, Leo, to enroll in Briarwood College's newly formed Mortuary Science program, Shaun, Patricia and Dan graduated from Briarwood College and partnered to open Aurora-McCarthy Funeral Home - drawing on their compassionate and nurturing natures and truly embodying the principle of "family serving families."



Serving over 100 families per year, Aurora-McCarthy Funeral Home serves Colchester (one of the fastest growing communities in the state), and five surrounding towns. While they maintain steady growth, the McCarthy's have created a clear division of responsibilities within the family unit while accommodating the three generations involved: Shaun, serves as President and Licensed Funeral Director overseeing compliance; Daniel, serves as Vice President and Licensed Funeral Director overseeing maintenance; Patricia serves as Secretary, Treasurer and Licensed Funeral Director overseeing bookkeeping, human resources, marketing and accounting functions; Genevieve (Shaun & Patricia's daughter) is a part-time attendant for funeral services and Leo and Arlene (Shaun and Daniel's parents) also serve as part-time funeral attendants.

While helping families to create meaningful memorials and tributes to loved ones, the McCarthy's also vertically integrated, founding Colchester Memorials to provide monuments, grave markers and engraving services, and becoming partner of "A Sunflower Florist" - an area floral design shop. Aurora-McCarthy Funeral Home offers free professional services for infants and newborns, reduced cost of services for children, encircling family protection and pre-funding that includes minor children or grandchildren, aftercare services to help with the grief process, and implementation of a living memorial.

BUSINESS ACHIEVEMENT...

Pegasus Manufacturing



Todd, Chris and Vincent DiPentima of Pegasus Manufacturing in Middletown accept the 2005 "People's Bank Ulizio Business Achievement Award."

The "People's Bank Ulizio Business Achievement Award" is awarded to a family firm that has made significant contributions to and achievements within its industry.

Pegasus Manufacturing of Middletown was honored as the recipient of the 2005 "People's Bank Ulizio Business Achievement Award." This esteemed award was developed in 2002 and is named for People's Bank's Retired Executive Vice President, Louis H. Ulizio Jr - an influential and pioneering supporter of the small and family-owned business community.

The "People's Bank Ulizio Business Achievement Award" is awarded to a family firm that has made significant contributions to and achievements within its industry. Businesses are evaluated based on:

- * Multiple generation family business involvement and business linkage
- * Business Success and Employment Structure
- * Innovative business practices, strategies, products and services
- * Recognition by peers, industry professionals and customers
- * Contributions to industry and philanthropy

In 1989, Vincent and his sons, Todd and Chris, founded Pegasus Manufacturing as a commercial tube bending & tubular components manufacturer, primarily serving the plumbing industry. Just one year later, they made their very first acquisition and expanded their business to include wireforms, sheetmetal, and welded/brazed assemblies. With the acquisition, the DiPentima's picked up the first array of global customers - including the likes of IBM, Kodak, Dupont, and Unisys. Throughout the next 16 years, Pegasus Manufacturing went through a series of four major acquisitions and moved to a 20 acre manufacturing campus in Middletown. Their customer base represents 40 industry sectors, and no one customer accounts for more than 15% of sales. More importantly, no

one industry accounts for more than 25% of sales. As such, Pegasus Manufacturing was awarded the Small Business Administration's "Small Business Exporter of the Year" award due to its increased global customer base and foreign sales. Awarded their ISO certification, they maintain exceptional supplier ratings by their customers and "self-inspect" status as their customers essentially permit them to inspect their own work without the need for customer source inspection.

Pegasus is involved in numerous industry associations, partnering with local technical schools and serving on a number of industry councils. Nowadays, the DiPentima's continue to realize their vision of becoming the most dynamic and flexible turnkey manufacturing firm in the region, satisfying the needs of as many customers as possible, in as many industries as possible, through employing the most skilled and diverse workforce to meet the broad range of industry demands. In 1989, with a core group of 6 employees and less than \$300,000 in first year sales, they now employ over 130 and gross nearly \$16 million in global sales.

We at the UConn Family Business Program would like to extend a warm thanks to our Family Business Program Sponsors: Ed Kindelan of Kostin, Ruffkess & Company, LLC; Tom Ferreira of McGladrey & Pullen, LLP; Hal Geissler of People's Bank; and Craig Sylvester of Reid & Riege, PC. We'd also like to thank the following individuals who gave generously of their time and efforts to make the 2005 Connecticut Family Business of the Year Awards ceremony such a tremendous success.

*Carol Archer
Frank Carmon, IV
Richard Cheney
Nancy Crouch
Michael Deotte*

*Frances Graham
Rachel Greene
Susan McQuiggan
Brian Otis
John Salemi*

*Mark Siegal
Michael Stern
Kevin Taylor
John Wholley
Tom Wholley*

In the 10-year history of the Connecticut Family Business of the Year Awards Celebration, the Family Business Program has honored over 117 family businesses in the state. We thank those past honorees who made the trip to Storrs to celebrate with us:

*Albert Bros., Inc. (2002)
Better Bedding (2004)
Calabro Cheese Corporation (2000)
Carmon Community Funeral Homes (2000)
Edart Truck Leasing (2004)
Filomeno & Company (2003)
Guida's Milk & Ice Cream Company (2003)*

*Horst Engineering & Manufacturing (1999)
Jaci Carroll Staffing Services (2002)
Keeper Corporation (1996)
Santa Energy (2000)
Sippin Energy (1999)
Van Wilgen's Garden Center (1997)
Walter Stewart Company (1997)*

FIRST IN CLASS...



DAVID NEELEMAN
Founder & CEO
JetBlue Airways

David Neeleman, Founder & CEO of JetBlue Airways is undeniably a successful innovator who continues to seek out and take advantage of an opportunity. A college dropout diagnosed five years ago with ADD, Neeleman set out on a journey "to bring humanity back into air travel and make flying enjoyable again."

As keynote presenter for the 2005 Connecticut Family Business of the Year Awards 10th Anniversary Celebration, Neeleman spoke with the enthusiasm that has driven many of his accomplishments, describing how he first learned about customer service as a boy working in his grandfather's grocery store. "He was a Dutch immigrant and stern task master who didn't want to disappoint a single customer," Neeleman recalled. "I learned that you have to please your customers and if you do, they will come back."

Throughout his career, Neeleman has earned enough customer loyalty to build a fortune from three successful businesses: Salt Lake City-based Morris Air, which he founded in 1984 and sold to Southwest Airlines in 1993; Open Skies, the world's simplest electronic ticket software, which he sold to Hewlett-Packard; and Westjet Airlines, a Canadian low-fare airline.

As company president at Morris Air, he implemented the industry's first electronic ticketing system and pioneered a home reservation system. When he sold Morris Air to Southwest, ultimately landing him a job with Southwest's Founder Herb Kelleher, he found that he didn't fit well into Southwest's culture. "It was a big company that needed process. I love building things, working together on a team figuring out complex business problems and doing it better. It wasn't a right fit for me."

Southwest realized Neeleman was a potential rival; when he left in 1994 he signed a five-year non-compete agreement. Neeleman used the forced hiatus to develop the business plan for JetBlue Airways and bring his innovations to a larger group of customers.

"We wanted to be the very best airline," Neeleman explained about his decision to get back into the air travel business. "We decided not to be an airline, but a customer service company that happens to fly airplanes." To this end, Neeleman was able to raise an astounding \$130 million in capital - far more than any airline start-up before - and there began a success story in an industry buffeted by labor turmoil and rising energy costs.

JetBlue would combine this record amount of capital with new planes, highly trained employees, and high quality service. They became the first airline to go entirely ticketless, introduce "paperless cockpit" flight technology, install bullet proof cockpit doors across its fleet, and install security cameras in the passenger cabins for customer and crew safety.

His commitment and vision has paid off. "Ask yourself, would your customers miss you, would they care if you went out of business? The mantra at JetBlue is we really believe we have the best product in the industry... It's not just TVs. Our people are better, our operations run better, our flights are on time. That matters to our customers and makes us feel like we're part of a great team."

Neeleman cited three things that help make a company exceptional and set it apart. They include flawless execution, making it right with the customer if something goes wrong, and cultivating ambassadors for your brand. In fact, JetBlue Airways has turned what most believe is a commodity service into a branded experience that competitors are desperately trying to match. By combining amenities such as all leather seats with their own satellite TV together with courteous customer service from in-flight representatives, Neeleman's upstart outfit has become, within just a few short years, the standard against which all other airlines are measured.

"For the extent to which you matter to your employees and your customers will determine your success and your happiness..."

-David Neeleman

Twenty-two million customers later, JetBlue Airways now serves 32 cities around the country and the Caribbean with a fleet of 85 new, environmentally friendly aircraft. Traveling each week to meet customers, Neeleman sits alongside passengers, gaining input as to what they like most about flying with JetBlue as well as what they'd change, and scribbles their suggestions on the back of cocktail napkins. It is this approach that has brought JetBlue Airways numerous industry and social accolades including best domestic airline and Best in Class/Best Value for Cost by Conde Nast Traveler.

An unassuming man of strong moral fabric and devout Mormon who lists his greatest assets as his happy 24-year long marriage and his nine children, Neeleman emphasizes that business success need not be independent of humility.

"I believe that in business there exists the possibility to do well by doing good." This business philosophy, added Neeleman, remains one of the keys to success for the start-up airline. "At JetBlue we want to make more money but we also want to be more happy... We've learned that the more people we matter to, the happier we are. For the extent to which you matter to your employees and your customers will determine your success and your happiness."

ODDS & ENDS...

Destination: China_

The University of Connecticut Family Business Program, in conjunction with the Northwest Connecticut Chamber of Commerce and Seitz Corporation, is sponsoring a group of family business owners and Connecticut-based manufacturers to go to China and explore business opportunities available there. The purpose of this tour, scheduled to leave Connecticut on Monday, April 17th 2006, is two-fold: First, familiarization of the culture and economy of China for those who had not been in China or been recently or on a business trip; and secondly, to experience Chinese national manufacturing facilities as well as foreign-owned.

China has experienced annual double digit growth, and is currently the US's largest trading partner and the fastest growing market in the world. It is also the fastest growing market for US exports. Foreign companies account for over 50% of China's exports and 60% of their imports. Now with money to spend, there is a desire to purchase higher end products locally, and a need for quality. The opportunities for US companies can be endless if properly captured.

Alan Seitz, Chairman of Seitz Corporation in Torrington, will host the tour which will expose manufacturers to the nuts and bolts of suppliers and world class global companies. This is a highly custom tour which will incorporate visits to a number of facilities within each company's supply chain, including potential suppliers and customers, and optional tourist attractions.

MANDATORY INFORMATION SESSION:

Wednesday, January 25th; 4:30 p.m.
UConn Waterbury Campus
99 East Main Street
Waterbury, CT 06702

Snow Date:
Thursday, January 26th; 4:30 p.m.

RSVP to Priscilla Cale at 860.486.5628
or pcale@business.uconn.edu



UNITED STATES		China
3,717,796	Area (square miles)	3,695,500
280 million	Population	1.3 billion
75 per square mile	Population Density	348 per square mile
77% urban	Urban / Rural	32% urban
\$9.8 trillion	GDP	\$1.1 trillion
\$34,940	GDP / capita	\$840
145 million	Workers	757 million
3%	In Agriculture	48%
22%	In Industry	22%
75%	In Services	13%

The tour is planned to incorporate:

- ✧ Visit to the US Consulate in Shanghai to get an overview of the economy and dynamics of China
- ✧ Visit to the U.S. Chamber of Commerce in Shanghai.
- ✧ Visit to at least one plant similar to that of each delegate on the tour. Could include visits to plants in aerospace or high precision machining, stamping, gearing, gear boxes, plastics manufacturing, PC board manufacturing, robot manufacturing, etc.
- ✧ Visits to Chinese Manufacturing facilities from state of the art to backward
- ✧ Visits to industrial zones from Shanghai to Nanjing and Beijing. Includes stops at facilities along the Shanghai / Nanjing Highway, Zhonglou Economic Development Industrial Zone and the Hi-Tech Development Industrial Zone.
- ✧ Visit to "University City" in Changzhou (comprised of 8 universities with a 58,000 enrollment)
- ✧ Construction zones in Beijing for the 2008 Summer Olympics
- ✧ Tourist stops (shopping and culture in Shanghai and Beijing, Tiananmen Square, Great Wall, etc...)

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Wednesday, January 25; 7:30 - 9:30 a.m.
 Topic: Successors Focus Group Meeting
 Location: UConn Waterbury
 Tuesday, January 31; 8:30 - 10:30 a.m.
 Topic: Economic Outlook Read for 2006
 Location: CERC, Rocky Hill
 Tuesday, February 7; 8 - 10 a.m.
 Topic: Owners Forum Meeting
 Location: QuadStrat Assessment
 Tuesday, February 21; 7:30 - 9:30 a.m.
 Topic: Manufacturing Focus Group Meeting
 Location: UConn Hartford
 Tuesday, February 28; 8:30 - 11 a.m.
 Topic: Executive Seminar
 Location: Altek Electronics, Torrington
 Tuesday, February 28; 8:30 - 11 a.m.
 Topic: Estate Planning
 Location: Marrott, Rocky Hill

SAVE THE DATE!

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 Family Business Program
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