FAMILY ENTERPRISE CASE COMPETITION 2013
JANUARY 9-12 BURLINGTON VERMONT

presented by:
THE UNIVERSITY OF VERMONT SCHOOL OF BUSINESS ADMINISTRATION
OUR VISION
FOR FECC

Today, it is well known that family enterprises dominate the economic and social landscapes around the world. The percentage of family-controlled firms varies from country to country. However, research suggests family enterprises create between 70% and 90% of the global GDP, providing a majority of the jobs regardless of the economic climate, and inculcate most new ventures.

Although scholarship on business and management dates back to the 1950s, FECC (Family Business Review) in 1988 that issues and dilemmas particular to family enterprises began to be seriously studied by researchers. By 25th birthday, FECC had become one of the top 20 business journals, distributed to over 8,000 subscribers in 177 countries. These signals indicate the growing interest in evidence-based knowledge on family enterprises. Furthermore, family business consulting is one of the fastest-growing arms of organizational advice, it is evident from the growing influence of the Family Firm Institute – the leading association of family enterprise professionals.

Against this backdrop, it is no surprise that several accredited universities around the world offer courses and programs uniquely focused on family enterprises. What is curious, however, is that while there are hundreds of case competitions in the world on topics as varied as strategy, marketing, finance, international business and sustainability issues, to date, there is not a single case competition that brings together students from leading institutions to identify issues and dilemmas specific to family enterprises, and to present their recommendation and its rationale to a panel of experts.

We believe the Family Enterprise Case Competition (FECC) organized by the University of Vermont’s School of Business Administration is a global first. It brings together teams from institutions around the world that are at the leading edge in family enterprise education. We hope this competition will attract the development and increase the popularity of family enterprise courses and programs around the world. Moreover, it will help bring the unique issues of family enterprises to the forefront of scholarly and educational conversations. In turn, such moves will help business education closer to the lived realities of the majority of enterprises in the business world!

We welcome your active participation in this inaugural FECC as a team member, judge, and/or sponsor. Thank you for trusting us in organizing a world-class event.

We are making history together!

Pramodita Sharma, Ph.D.
Sanders Professor of Family Business
School of Business Administration
University of Vermont
psharma@bsad.uvm.edu

Rooms, divisions, computers

Details of our thinking was made to make sure each team had a prep room and computers, since their lives and which rooms they start to go to when, and how much time they would have to present. Would dictionaries be allowed? or not? Systematic and thorough: in his approach as always, Thomas had all the necessary directions. Nicholas Gregoras, John Ketter, and Matthew Parni, our IT specialists, gladly took on the responsibility of coordinating the required preparations for the case preparations and presentations for the event.

The Vermont touch

A four-course dinner at the Burlington, Vermont, is a very special place. We wanted our students to experience a bit of its magic. Working under the guidance of Dean and Beth, it is our hope to accomplish this through the opening reception at the ECHO Center, the judges and sponsors reception at the Fleming museum, and the announcement of division winners at a bowling game at the UVM Gutterman Fieldhouse. Of course, the location of the Hilton on beautiful Lake Champlain and many competitive events in the Killian Hall of UVM add to the charm.

Judges

Family business studies is a sub-discipline of management that has already been very close to practice. We wanted the alignment of research and practice to be in the evaluation of case presentations. Thus, the judging panel had to be a mix of (1) family business educators/scholars, (2) advisors/service providers, and (3) owner/managers. Ideally, we wanted a panel of at least three for preliminary rounds and for the final round.

Perhaps the shock of the organizing committee was most evident the day Thomas announced that if we wanted the above mix we must fill in the judges slots (72 for preliminaries and 9 for finals). The timing of January before classes start and most faculty yet not on campus, combined with a Vermont tradition of many families going south for the winter or being busy skiing, did cause a bit of concern for us. How were we going to fill the judging slots given such context?

Once again, we reached out to our connections and were very grateful for Dean Sharma and Dean Seidler, our development officers, for helping us with their networks. The School’s Advisory Board eagerly stepped up to help – most members served as judges and brought their networks to the table. Family business scholars and advisors from near and far signed up to serve as judges. We were delighted to get input from John Waddell, the leading author, thinker and advisor to family firms around the world, asking how we could help with FECC. The kind of interest and helping that the judges were to be paid or wept enthusiasm. They signed up and came! We ended with more than 75 slots filled and could increase the size of our panels in some rounds – a nice problem to have charge of briefing the working from the two.

Sponsors

There is more in the competition, as for it incensed, so did the and preparation more: budget requirement, New Sharma and Dean Seidler stepped ? of our Advisory Board, our school, and the B enough to mentor our anchor the event.

Recruiters and career

Throughout the prep communications, on top of keeping the decisions to make it clear who declared the to ensure the brochure Mark Huber had mad the event. By November, items for the brochure.

Important role of st.

Very little in university students and GCC, in Out Beth, Sara, and Sef Schum, our careers conducting interviewj are responsible for the career student ambassadors, at least 20 student an registration desk, and would be willing to cc were not yet open. The more interest that the applicants to prov

Prepared by Premed
THE SCENES

The "California FECC" was released. We were delighted when this initiative was received with excitement in the field of family business studies. Pre-registrations started successfully: "First come, first served basis, in what we will call," we said, without knowing if there would be a first! Donors reminded us of the need to ensure that the total number of teams was a number of under three or four so as to maintain the decision-making process. While we wanted to be inclusive and engage as many competing teams as we could, we felt eight teams would be a great one for the first year of FECC. Davis and I, who were most entrenched in the field of family business, reached out to our contacts inviting them to compete in this history-making event. Every new team that signed up was welcomed with excitement. The final tally was 16. And we even had a waiting list for FECC 2014.

Where will the cases come from?

We all knew that for such a competition, published cases could not be used. So, we needed to generate brand new cases never used in any classroom or published anywhere. Rock-Lee, a seasoned case writer, stepped up to the task of organizing the first FECC Case Writing Competition. The "Call for Written Cases" was launched. The anxious wait for the cases to arrive began. And they did arrive from different parts of the world.

To select the cases for FECC, we needed judges who met the following criteria: (1) whose schools were not competing in FECC; (2) had a proven excellence in case writing and teaching; (3) emeritus professors in the field of family business scholarship; (4) who were highly respected for their integrity and judgment; and (5) who came from different parts of the world.

Following was our "wish list" of judges for the case writing competition. We were delighted and humbled when each accepted our invitation enthusiastically:

- Joan O'Leary, Alberta, Inter-American University, Puerto Rico
- Mary Barrett, University of Wollongong, Australia
- Girola Gerevta, Recanati University, Italy
- Cheryl H. Weston, Western State Polytechnic Institute, USA
- Reg Litt, University of Manitoba, Canada
- K. Ramachandran, Indian School of Business, India

Rock-Lee handled all communications with these judges. The organizing team breathed a sigh of relief when they shared that there were more than enough submissions to select cases for the competition. To maintain the integrity of the competition, we agreed that no information about the case writing competition would be shared with the rest of the organizing team. An imaginary yet impermeable wall was created between Rock-Lee and the rest of the organizing team. Thus, the selected cases were as much of a surprise to our organizing team as they were to the competing ones!
DEAR FECC COMPETITORS,

Welcome to the University of Vermont School of Business Administration in Burlington, Vermont. We are excited to host the first-ever Family Enterprise Case Competition (FECC), dedicated solely to the issues that affect family businesses.

There are nearly 5.5 million family businesses in the U.S., and they employ approximately 63% of the workforce (FEUSA, 2011). Family enterprises must overcome unique challenges, such as sustaining the entrepreneurial spirit over generations, finding ways to engage family and non-family members, and addressing succession planning, among others. We believe the FECC will help generate new ideas and innovations to address these challenges.

At the UVM School of Business Administration, we prepare students to become responsible managers in a dynamic, interconnected, complex and sustainable global economy. In the last year, we’ve undertaken initiatives to add value to both our business degrees and the student experience. Our undergraduate curriculum has been updated and enhanced with a distinctive focus on three strategic themes: entrepreneurship, sustainable business and global business. We also have defined five concentrations: finance, accounting, marketing, business analytics, and management & leadership.

Our MBA program has been revamped into a fresh format with a focus on sustainable entrepreneurship. This program has been designed to be very global in its orientation and will appeal to a wide range of working professionals and international students.

I invite you to learn more about the School of Business Administration. We hope to build lasting relationships with you all well beyond this competition.

Sincerely,

Dean Sanjay Sharma, Ph.D.

FAMILY BUSINESS FACTS

The greatest part of American wealth is created and held by family-controlled enterprises. (Astrachan and Shunker, Family Business Review, 2003)
THURSDAY, JANUARY 10

**Thursday @ UVM**

<table>
<thead>
<tr>
<th>Team</th>
<th>Schedule</th>
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<tbody>
<tr>
<td>Ifshin Division 1</td>
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<tr>
<td>Team 1D</td>
<td>8:00 - 11:00 AM</td>
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<td>Team 1A</td>
<td>9:45 - 11:45 AM</td>
<td>107 Kelhn</td>
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<tr>
<td>Team 1B</td>
<td>8:30 - 10:30 AM</td>
<td>107 Kelhn</td>
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<tr>
<td>Team 1C</td>
<td>9:15 - 11:15 AM</td>
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<td>Keller Division 2</td>
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<tr>
<td>Team 2D</td>
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<td>Team 2A</td>
<td>8:45 - 11:45 AM</td>
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<tr>
<td>Team 2B</td>
<td>8:45 - 10:45 AM</td>
<td>500 Kelhn</td>
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<tr>
<td>Team 2C</td>
<td>10:15 - 12:15 PM</td>
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<tr>
<td>Team 3A</td>
<td>9:45 - 11:45 AM</td>
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<tr>
<td>Team 3B</td>
<td>9:45 - 11:45 AM</td>
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<tr>
<td>Team 3C</td>
<td>12:30 - 2:30 PM</td>
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<td>Team 4A</td>
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<td>Team 4B</td>
<td>8:45 - 10:45 AM</td>
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<tr>
<td>Team 4C</td>
<td>10:45 - 12:45 PM</td>
<td>218 Kelhn</td>
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**WELCOME TO UVM!**

We are proud to host the very first case competition dedicated to family business. According to the Family Firm Institute, family businesses generate an estimated 70% to 90% of global GDP annually. UVM also knows how important family businesses are to our national and state economies, and we provide excellent resources and navigational tools for Vermont family businesses through the Family Business Initiative; this program is just one way that we support the local entrepreneurs who are so crucial for the creation of new jobs.

Entrepreneurship, sustainable business and global business are the three strategic themes of our undergraduate business program; they reflect UVM's broader institutional mission.

For example, we encourage student entrepreneurship through UVM Start, our recent online crowd-sourcing program that connects students with alumni donors and mentors, and our partnership with the Vermont Center for Emerging Technologies provides start-up companies with invaluable services and networking opportunities. Our Food Systems Spire of Excellence draws faculty and students from across disciplines and works with local producers and businesses to address local and global environmental sustainability, health and safety. UVM research and outreach programs like the Maple Research Center and the Dairy Center of Excellence engage local farmers and producers as research partners, develop sustainable practices, and share scientific discovery while offering students hands-on learning. The Family Enterprise Case Competition also demonstrates our ongoing commitment to supporting global business and creating strong networks with other institutions and organizations across the world.

Thank you very much for bringing your case to UVM. We look forward to seeing you again next year!

Good luck!

**Tom Sullivan**

President
GREETINGS FROM THE GOVERNOR

It is my honor to welcome you to the Green Mountain State for the Family Enterprise Case Competition, hosted by the University of Vermont’s School of Business Administration.

I am pleased that the University of Vermont is hosting this important event, which is the first-ever family enterprise case competition in the U.S. and the world.

I know that you all have traveled from across the country and the globe to be here, and I hope you find some time to enjoy and explore the beautiful UVM campus and the city of Burlington. From the waters of Lake Champlain to the shops of Church Street, you will find breathtaking views, a multitude of outdoor activities, delicious locally produced food, and world-class shopping and entertainment, and I invite you to take advantage of all Vermont has to offer. Again, I am honored to have our state host this inaugural event, and best of luck to you in the competition!

Peter Shumlin
governor

DEAR COMPETITORS,

Welcome to Burlington, Vermont’s largest city and a great place to live, visit and work. Located on beautiful Lake Champlain, Burlington offers outdoor recreation along with educational and arts opportunities that make it one of the liveliest and most desirable small cities in the nation.

Burlington is also the hub of strong and diverse economic activity in the city, the state, and beyond. Family businesses have long been an important part of Burlington’s success, aided by the city’s association with the University and the academic and other resources it offers. In addition, we are working hard to provide the foundation, circumstances and tools that will encourage further opportunities for business development in Burlington and the surrounding area.

I wish you the best of luck in your competition and look forward to the ideas you generate in support of family businesses.

Miro Weinberger
Mayor
### ULE OF EVENTS

<table>
<thead>
<tr>
<th>TIME</th>
<th>EVENT</th>
<th>LOCATION</th>
<th>DRESS CODE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:30am</td>
<td>Registration light breakfast</td>
<td>Burlington Inn - Lobby - Wren House, Mountain Bedroom</td>
<td>Business casual</td>
<td>All teams should check in at the registration desk between 8:00 am and noon, prior to the luncheon.</td>
</tr>
<tr>
<td>7:15pm</td>
<td>Coaches meeting</td>
<td>Burlington Inn - Lobby - Wren House</td>
<td>Business casual</td>
<td>Discuss rules and consensus format.</td>
</tr>
<tr>
<td>11:30am</td>
<td>Wellspect Luncheon</td>
<td>Burlington Inn - Green Room</td>
<td>Business casual</td>
<td>Welcome message.</td>
</tr>
<tr>
<td>9:00am</td>
<td>Team photos</td>
<td>Burlington Inn - Lobby</td>
<td>Business casual</td>
<td>Team pictures will be taken immediately after your arrival presentation.</td>
</tr>
<tr>
<td>8:00pm</td>
<td>Opening Reception</td>
<td>ECHO Center, Burlington</td>
<td>Business casual</td>
<td>Socialize with other universities, see team ambassadors, speakers, special panel at Burlington’s award winning lake and science center.</td>
</tr>
<tr>
<td>9:00pm</td>
<td>Coaches Meeting</td>
<td>ECHO Center, Burlington</td>
<td>Business casual</td>
<td>Feedback session.</td>
</tr>
</tbody>
</table>

### ORGANIZING COMMITTEE

**FACULTY AND STAFF: Organizing Committee**

Pictured from left: Thomas Chittenden, Franz Bernstein, Beth Parent, Pramodita Sharma, Eva Carreira, Ilcocki-De Witt, Dann Van Der Vliet

**TEAM AMBASSADORS**

- Emily Bates
- Katherine Bowen
- Kristen Caron
- Ally Chapman

- Joyce Peiman “Kitty” Chi
- Hope He
- Shi Huang
- Arran Joyce

- Ryan Little
- Jing Luo
- Sanjaya Niroula
- Lucia Orantes
- Paolo Rekalde
- Henry Sinkula
- Olivia Steinke
- Siyi Zhao

**ROOM COORDINATORS**

- Ben Jacobson
- Nick Monteforte
- Marshall Shepherd
- Elizabeth Whitney

**REGISTRATION DESK**

- Brendan Striping (Room Coordinator)
- Shuo Yang (Team Ambassador)

**FAMILY BUSINESS FACTS**

Family Businesses incubate new businesses, create and sustain jobs. 80% of new ventures are launched with significant family involvement and control.
PARTICIPATING UNIVERSITIES

Universidad de San Andrés
COUNTRY: Argentina
COACH: Sebastián García-Dastugue
TEAM MEMBERS:
  Agustina Gelhorn
  Paula Matyas
  Maia Peralta-Blanco

Concordia University - John Molson School of Business
COUNTRY: Canada
COACH: Mark Haber
TEAM MEMBERS:
  Victoriya Gouchechina
  Scott Carr
  Phuong Thao Nguyen

Dalhousie University
COUNTRY: Canada
COACH: Robert Blundon
TEAM MEMBERS:
  Evan Hallward
  Alex Kleiser
  Sean Tait
  Max Werner

Wilfrid Laurier University - School of Business & Economics
COUNTRY: Canada
COACH: John Young
TEAM MEMBERS:
  Mallory McKewen
  Cedric Zhang
  Daniel Figueroa
  Shannon Laing

SPONSORS

BRONZE SPONSOR

Green Mountain Sponsor
Tours through 1996 as
and finally operations
the Cornell Hotel School
rule group of people who
dated outside, a farm into
Winery has 44 acres
0 cases of wine annually,
and is recognized as one of
d from the University

Stephan Iffin is the chairman of DLC Management
Corporation, which he co-founded in 1991 with his son
Adam. Mr. Iffin oversees the operations side of DLC’s
business, including real estate, all property, asset and
construction management activities, and the firm’s
regional offices in Atlanta, Baltimore, and Chicago.
DLC Management Corporation was the recipient
of the 2012 UVM Family Business Award. Iffin is
UVM founder led firms with multiple family members in ownership or
operations. Mr. Iffin received a BA from the University of Vermont and
currently serves as a co-chairman of the Board of Advisors at the School
of Business Administration and a member of the University of Vermont
Foundation Board of Directors.

Jim Keller is the president of Green Mountain Business
Consulting, a consulting business solving a diversity
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interest. Mr. Keller received a bachelor of science from
the University of Vermont. He received his Masters of
Business Administration from Dartmouth College. Mr. Keller is currently a
co-chairman of the Board of Advisors at the School of Business Administration
and a member of the University of Vermont Foundation Board of Directors.

Universidad de Chile
COUNTRY: Chile
COACH: Claudio G. Müller
TEAM MEMBERS:
Camila Montti
Karla Valderrama
Ililia Stiefel

Universidad de los Andes
Facultad de Administración
Universidad Panamericana
COUNTRY: Colombia
COACH: Luis Diaz-Matajira
TEAM MEMBERS:
Carlos Felipe Colmenares-Misas
Ehidy Ximena Nensthiel-López
Diana Parrado-Jiménez
Hermeneck Alarcón-Ardila

Universidad Panamericana
COUNTRY: Mexico
COACH: Francisco Jose Eguiarte-Salgado
TEAM MEMBERS:
María Fernanda Tostado-Ahumada
Juan Carlos Mayorena-Mendoza
Gilda María Artola-Compean
Fernando Alarcón-Cortés

Universiti Tun Abdul Razak
COUNTRY: Malaysia
COACH: Leilanie Mohd Nor
TEAM MEMBERS:
Nurul Syazwani Yahya
Kong Nan Hee
Nur Nabilah Mohd Yamin
Nor Fatihah Roni

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TEAM MEMBERS:
Nurul Syazwani Yahya
Kong Nan Hee
Nur Nabilah Mohd Yamin
Nor Fatihah Roni
PARTICIPATING UNIVERSITIES

Windesheim

Windesheim University of Applied Sciences
COUNTRY: Netherlands
COACH: Mira Bloemen-Bekx
TEAM MEMBERS:
David Boerhof
Arjen Dakker
Wim Klein
Angélique Prêger

Jonköping International Business School
Jönköping University

Jonkoping International Business School
COUNTRY: Sweden
COACH: Mattias Nordqvist
TEAM MEMBERS:
Steffen Meier
Erna Esa
Matthias Waldkirch
Anton Korityak

Grand Valley State University
Seidman College of Business

Grand Valley State University
COUNTRY: USA
COACH: Timothy Syfert
TEAM MEMBERS:
James Anderson
Tim Sparte
Scott Dodd
Josh Wood

Esade

Esade Business School
COUNTRY: Spain
COACH: Alberto Gimeno
TEAM MEMBERS:
Joan Rigo
Filippo Checcucci
Banele Levin
Giorriann López

Kennesaw State University
COUNTRY: USA
COACH: Gaia Marchisio
TEAM MEMBERS:
Michael Clark
Ashley Jackson
Justin Kraemer
Charles Taylor

Whitman

SCHOOL OF MANAGEMENT
Syracuse University
COUNTRY: USA
COACH: Alex McKeilvie
TEAM MEMBERS:
Kiven Pierre
Max Jones
Porsche Nichols

The University of Arizona
COUNTRY: USA
COACH: A D M
TEAM M T

University of St. Thomas
COUNTRY: USA
COACH: Kyle DeV
Jönköping International Business School

Jonkoping International Business School
COUNTRY: Sweden
COACH: Mattias Nordqvist
TEAM MEMBERS:
- Steffen Meier
- Matthias Waldkirch
- Erna Esa
- Anton Korityak

Grand Valley State University
COUNTRY: USA
COACH: Timothy Syfert
TEAM MEMBERS:
- James Anderson
- Scot Dodd
- Tim Sperte
- Josh Wood

Stetson University

Stetson University
COUNTRY: USA
COACH: Peter Begalla
TEAM MEMBERS:
- Michael Furlong
- Torri Hawley
- Madison Anderson
- Abygale Shupe

Kennesaw State University

Kennesaw State University
COUNTRY: USA
COACH: Gaia Marchisio
TEAM MEMBERS:
- Michael Clark
- Justin Kraemer
- Ashley Jackson
- Charles Taylor

Whitman School of Management

Syracuse University
COUNTRY: USA
COACH: Alex McKelvie
TEAM MEMBERS:
- Kiven Pierre
- Max Jones
- Porsche Nichols

The University of Vermont School of Business

University of Vermont School of Business
COUNTRY: USA
COACH: Dave Mount
TEAM MEMBERS:
- Tom Bazzano
- Elizabeth Bernier
- Kyle DeVivo
- Jake Webber
MAJOR SPONSORS

CHUCK AND ROBIN TAUCK

Chuck Tauck worked for Tauck Tours through 1996 as a tour director, call center manager, and finally operations manager. After graduating from the Cornell Hotel School graduate program, he joined a small group of people who were transforming an abandoned lakeside dairy farm into a winery. Today, Tauck’s Finger Lakes Winery produces 8000 cases of wine annually, hosts 40,000 visitors each year, and is recognized as one of the top wineries in the Finger Lakes. Mr. Tauck graduated from the University of Vermont in 1976 with a degree in marketing.

Robin Tauck is a third-generation owner and former president and CEO of Tauck World Discovery, a Connecticut-based 85-year-old luxury travel company servicing luxury travel to 80 countries and seven continents, a $400 million business. She is currently an industry advocate for economic development through global tourism, engaging and authentic cultural experiences, and the development of public-private partnerships in sustainability tourism, and heritage protection. A member of the CEO list of 100 on the World Travel & Tourism Council, Ms. Tauck serves on the Environmental Strategy Committee and is active in the 2020 Tourism for Tomorrow strategic initiative. She is a graduate of the University of Cambridge Sustainability Leadership Program (2010), the Stanford University Executive Business program (1999), and the University of Vermont (1977), which honored her with the "Legacy of Leadership" Award in 2000 in New York City.

STEPHEN IFSHIN & JIM KELLER

Stephen Ifschin is the chairman of DLC Management Corporation, which he co-founded in 1991 with his son Adam. Mr. Ifschin oversees the operations side of DLC’s business, including tenant leasing, asset property, asset and construction management activities, and the firm’s regional offices in Atlanta, Baltimore, and Chicago. DLC Management Corporation was the recipient of the 2012 DVM Family Business Award 1st Gen. UVM founder-led firms with multiple family members in ownership or operations. Mr. Ifschin received a BA from the University of Vermont and currently serves as a co-chairman of the Board of Advisors at the School of Business Administration and a member of the University of Vermont Foundation Board of Directors.

JEN KELLER

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CINDY AND DENNIS LOMBARDO

BUSINESS FAMILIES FOUNDATION

BUSINESS FAMILIES FOUNDATION
NG UNIVERSITIES

Concordia University - John Molson School of Business
COUNTRY: Canada
COACH: Mark Haber
TEAM MEMBERS:
Vicki Gouchchina
Scott Carr
Phuong Thao Nguyen

LAURIER

Wilfrid Laurier University - School of Business & Economics
COUNTRY: Canada
COACH: John Young
TEAM MEMBERS:
Mallory McKewan
Cedric Zhang
Daniel Figueroa
Shannon Laing

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CHROMA

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HANSON & DOREMUS

GORDON'S WINDOW DECOR

CHEESE TRADERS AND WINE SELLERS

ANONYMOUS

TRIPP BLAIR

MARK DIMICRAELIS

DAVID HAAS

JOHN HALL

TONY HASKEL

CHRIS HIGGINS

JOHN LARKIN

MARVIN LEVY

VICTOR LIVINGSTONE

STEPHEN PENWELL

BEN ROSA

NICOLE STA

JEFF STEINHORN
## FECC SCHEDULE OF EVENTS

### WEDNESDAY, JANUARY 9

<table>
<thead>
<tr>
<th>TIME</th>
<th>EVENT</th>
<th>LOCATION</th>
<th>DRESS CODE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00am - 10:00am</td>
<td>Registration and gun check-in</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>All teams are checked in at the registration desk between 9:00am and noon prior to the tournament.</td>
</tr>
<tr>
<td>10:30am - 1:30pm</td>
<td>Coaches Meeting</td>
<td>Burlington Hilton - Lake Champlain Room</td>
<td>Business casual</td>
<td>One-on-one with competitors for strategy.</td>
</tr>
<tr>
<td>11:00am - 1:30pm</td>
<td>Welcome Luncheon</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>Luncheon and welcome for coaches.</td>
</tr>
<tr>
<td>1:30pm - 2:30pm</td>
<td>Setup (as needed)</td>
<td>Burlington Hilton - Lake Champlain Room</td>
<td>Business casual</td>
<td>Setup for the tournament.</td>
</tr>
<tr>
<td>2:30pm - 3:30pm</td>
<td>Coaches Meeting</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>Coaches receive updates and strategies for the day.</td>
</tr>
<tr>
<td>3:30pm - 4:30pm</td>
<td>Parent Check-in</td>
<td>Burlington Hilton - Lobby</td>
<td>Business casual</td>
<td>Parents check-in and receive updates on their child's performance.</td>
</tr>
<tr>
<td>5:00pm - 6:00pm</td>
<td>Team Photos</td>
<td>Burlington Hilton - Lobby</td>
<td>Business casual</td>
<td>Team photos will be taken immediately after your game is completed.</td>
</tr>
<tr>
<td>6:00pm - 7:00pm</td>
<td>Walking to ECOC 2009 Center</td>
<td>Burlington Hilton - Lobby</td>
<td>Business casual</td>
<td>Meet your Tape ambassadors in the Lobby, they will escort you to the ECOC Center which is about a 5 minute walk.</td>
</tr>
<tr>
<td>7:00pm - 9:00pm</td>
<td>Opening Reception</td>
<td>ECOC Center - Burlington</td>
<td>Business casual</td>
<td>Socials with tape from other universities, tape ambassadors, sponsors, special guests at Burlington's Stampede dollar and aquatic science center.</td>
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### THURSDAY, JANUARY 10

<table>
<thead>
<tr>
<th>TIME</th>
<th>EVENT</th>
<th>LOCATION</th>
<th>DRESS CODE</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>8:00am - 9:00am</td>
<td>Breakfast</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>Breakfast will be provided at the hotel.</td>
</tr>
<tr>
<td>9:00am - 10:00am</td>
<td>Transport to UVM campus</td>
<td>UVM campus</td>
<td>Business casual</td>
<td>Shuttle buses will transport teams to UVM's Welcome Hall and then to the hotel.</td>
</tr>
<tr>
<td>10:30am - 11:30am</td>
<td>Day 2, Theme: Tape ambassador and presentations</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>Team ambassadors will bring forth the theme of the day.</td>
</tr>
<tr>
<td>11:30am - 1:00pm</td>
<td>Lunchtime</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>Lunch will be provided at the hotel.</td>
</tr>
<tr>
<td>1:00pm - 2:00pm</td>
<td>Transport back to Burlington Hilton</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>Shuttle buses will be available to return participants to the hotel.</td>
</tr>
<tr>
<td>2:00pm - 3:00pm</td>
<td>Ice Break</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>Ice Break will be provided at the hotel.</td>
</tr>
<tr>
<td>3:00pm - 4:00pm</td>
<td>Dinner</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>Dinner will be provided at the hotel.</td>
</tr>
<tr>
<td>4:00pm - 5:00pm</td>
<td>Feedback session</td>
<td>Burlington Hilton - Green Mountain Room</td>
<td>Business casual</td>
<td>Feedback session will be held at the hotel.</td>
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</tbody>
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## ORGANIZING COMMITTEE

### FACULTY

- **Picture**
  - Thomas
  - Beth Pa
  - Eva Can
  - Dann Vi

### TEAM AMBASSADORS

- Emily Bates
- Katherine Bowen
- Kristen Caron
- Ally Chapman

### ROOM COORDINATORS

- Ben Jacobson
- Nick Monteforte
- Marshall Shepherd

### REGISTRATION DESK

- Brendan Stripeing (Room Coordinator)
- Shuo Yang (Tear

### FAMILY BUSINESS FACTS

Family Businesses incubate new businesses, create an ecosystem, and new ventures are launched with significant family involvement.
DEAR COMPETITORS,

Welcome to Burlington, Vermont's largest city and a great place to live, visit and work. Located on beautiful Lake Champlain, Burlington offers outdoor recreation along with educational and arts opportunities that make it one of the liveliest and most desirable small cities in the nation.

Burlington is also the hub of strong and diverse economic activity in the city, the state, and beyond. Family businesses have long been an important part of Burlington's success, aided by the city's association with the University and the academic and other resources it offers. In addition, we are working hard to provide the foundation, circumstances and tools that will encourage further opportunities for business development in Burlington and the surrounding area.

I wish you the best of luck in your competition and look forward to the ideas you generate in support of family businesses.

Miro Weinberger
Mayor
## DIVISION POOLS AND SCHEDULE

<table>
<thead>
<tr>
<th>Division</th>
<th>Team 1A</th>
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## NOTES

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### FAMLIY BUSINESS FACTS

As compared to non-family firms on the S&P 500, family firms were less likely to downsize during tough economic times.
business and global business. We also have defined five concentrations: finance, accounting, marketing, business analytics, and management & leadership.

Our MBA program has been revamped into a fresh format with a focus on sustainable entrepreneurship. This program has been designed to be very global in its orientation and will appeal to a wide range of working professionals and international students.

I invite you to learn more about the School of Business Administration. We hope to build lasting relationships with you all well beyond this competition.

Sincerely,
Dean Sanjay Sharma, Ph.D.
The "Call for FECC" was released. We were delighted when this initiative was received with excitement in the field of family business studies. Pre-registrations started to come. "What comes, first serves basis is what we will use," we said, without knowing if there would be a first. Thomas reminded us of the need to ensure that the total number of teams was a multiple of either three or four to make it possible to structure the divisions effectively. While we wanted to be inclusive and engage as many competing teams as we could, we felt eight teams would be a great start for the first year of FECC. Darren and I, who were most excited by the field of family business, reached out to our contacts inviting them to compete in this history-making event. Every new team that signed up was welcomed with excitement. The final tally was 16. And we even had a waiting list for FECC 2014!

Where will the cases come from?
We all knew that for such competitions, published cases could not be used. So, we needed to generate brand new cases not even used in any classroom or published anywhere. Rocki Lee, a seasoned case writer, stepped up to the task of organizing the first FECC Case Writing Competition. The "Call for Written Cases" was launched. The anxious wait for the cases to arrive began. And they did arrive from different parts of the world.

To select the cases for FECC, we needed judges who met the following criteria: (i) whose schools were not competing in FECC; (ii) who were known for excellence in case writing and teaching; (iii) who were well-versed with family business scholarships; (iv) who were highly respected for their integrity and judgment; and (v) who came from different parts of the world.

Following was our "wish list" of judges for the case writing competition. We were delighted and humbled when each accepted our invitation enthusiastically:

- Juan O Rivera Algarín, Inter-American University, Puerto Rico
- Mary Burnett, University of Wollongong, Australia
- Guido Cavotta, Bocconi University, Italy
- Frank Hoy, Worcester Polytechnic Institute, USA
- Reg Litz, University of Manitoba, Canada
- R. Ramachandran, Indian School of Business, India

Rocki Lee handled all communications with these judges. The organizing team breathed a sigh of relief when they shared that there were more than enough submissions to select cases for the competition. To maintain the integrity of the competition, we agreed that no information about the case writing competition would be shared with the rest of the organizing team. An imaginary yet impressive event was created between Rocki Lee and the rest of the organizing team. Thus, the selected cases were as much of a surprise to our organizing team as they were to the competing ones!
Welcome to the Inaugural Family Enterprise Case Competition

business and sustainability issues, to date, is not a single case competition that brings together students from leading institutions to identify issues and dilemmas specific to family enterprises, and to present their recommendations and its rationale to a panel of experts.

We believe the Family Enterprise Case Competition (FECC) organized by the University of Vermont’s School of Business Administration is a global first. It brings together teams from institutions around the world that are at the leading edge in family enterprise education. We hope this competition will attract the development and increase the popularity of family enterprise courses and programs around the world. Moreover, it will help bring the unique issues of family enterprises to the forefront of scholarly and educational conversations. In turn, such moves will help bring business education closer to the lived realities of the majority of enterprises in the business world!

We welcome your active participation in this inaugural FECC as a team member, coach, judge, and/or sponsor. For those of us working in organizations that engage utilities, we are concerned about the impact of new technologies on the future of electric utilities.

We are making history together!

Pramodita Sharma, Ph.D.
Sanders Professor of Family Business
School of Business Administration
University of Vermont
psharma@busaid.uvm.edu

Rooms, divisions, computers
 Detailed thinking was needed to make sure each team had a place to work and computers, know their division, and which room they must go to where, and know how much time they would have to present. Would it be a lottery or a computer-based system? Systematically and through his approach as always, Thomas laid out the plan.

The Vermont touch
A four-season tourist attraction, Burlington, Vermont, is a very special place. We were welcomed with a spirit of magic. Working under the guidance of Dan and Beth, it is our hope to accomplish this through the opening ceremony at the RCBCO Center, the judges and sponsors reception at the Flynn Center, and the announcement of division winners at a hockey game at the UVM Guttenberg Fieldhouse. Of course, the location of the Hilton on beautiful Lake Champlain and many competitive events in the Kalen Hall of UVM add to the charm.

Judges
Family business studies is a sub-discipline of management that has always been very close to practice. We wanted the alignment of research and practice reflected in the evaluation of case presentations. Thus, the judging panel had to be a mix of: (i) family business educators/scholars, (ii) advisors/service providers, and (iii) owner/managers. Ideally, we wanted a panel of at least three for preliminary rounds and five for the final round.

Perhaps the selection of the organizing committee was most evident the day Thomas announced that we wanted the above mix. We must have 77 judges! (7 advisors, 5 for family firms). The timing of January before classes start and most faculty not yet on campus, combined with a Vermont tradition of many families and snow sports; for the winter or being busy skiing, did cause a bit of concern for us. How were we going to fill so many judges given such constraints?

Once again, we reached out to our connections and were very grateful. Dean Sharma and Dean Smidt, our development officer, for helping us with their networks. The School’s Advisory Board eagerly stepped up to help – most members served as judges and brought their networks to the table. Family business scholars and advisors, knew our mission and found judges to serve as judges.

We were delighted to have a mix of John Ward, the leading author, scholar, and advisor to family firms around the world, adding how he could help with FECC. He case of travel and lodging that the judges were to bear did not fade their enthusiasm. They signed up and came! We ended up with more than 75 slots filled and could increase the size of our panels in some rounds – a nice problem to have indeed! At the competition, Backfrode and Thomas took charge of briefing the judges so as to ensure the panels in different rooms were working from the same evaluation sheet and guidance.

Sponsors
There is no line in the School of Business or UVM’s budget for such a competition, or for the competing teams. As the number of competing teams increased, so did the cost of the event – judges, student ambassadors, competition and preparation costs, meals, etc. There kept a running tally of our increasing budget requirements, simultaneously working hard with the help of Dean Srinivasan Sharma and Dean Smidt to attract sponsors. Although the Vermont business community stepped up in a big way, sponsorship from members of the Advisory Board, long-term supporters of the family business initiative at our school, and the Business Families Foundation. By November, we had raised enough to meet our expenses! Focus now turned to the brochure that would reflect the event.

Brochure and communications
Throughout the preparation season for FECC, Beth Parent, marketing and communications coordinator at the School of Business Administration, and I, as an aspiring one up top of the website updated and media informed. So played a key role in making the event special for all attendees. It caught us all by surprise when she disclosed that all materials must go to the printer by the end of November. Furthermore, the brochure were made ready on time for FECC. Thomas and Graham’s conversations with Mark Hager had made it clear that the quality of this brochure signals the quality of the event. By November 23, American Thanksgiving, Beth had received most key tones for the brochure.

Important role of students
Very little in universities can be effectively accomplished without the help of students and FECC is no exception. Given the volume of work, we quickly realized that Beth, Dan, and Thomas needed support from valuable students. Seven Scion, our careers specialist, offered to help with this critical selection. After conducting interviews, she provided two naming coordinators – Eva Carmine, responsible for social media and promotions, Prana Benjamin for judges and student ambassadors. In addition to these two senior students, we needed to recruit at least 20 student ambassadors – one for each visiting team, and four to handle the registration desk and grade the judges to their rooms. We worried whether students would be willing to come before the academic session began and when the dots were yet open. The "Call for FECC Ambassadors" posted by Prana generated interest than the dots we had. Once again, Sue Scion offered to interview the applicants to provide us with the best possible student ambassadors.

Prepared by Pramodita Sharma, Ph.D.