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Business in Nebraska

Prepared by the Bureau of Business Research
College of Business Administration

60 Years of Service

BUILDING A BUSINESS WITH NO OUTSIDE STOCKHOLDERS

The following remarks were presented by Mr. Roy H. Park, Visiting Executive in the College of Business Administration, University of Nebraska-Lincoln, on September 15, 1982. Mr. Park is president of Park Broadcasting, Inc., and Park Newspapers, Inc. His entrepreneurial spirit has carried him through various careers, including the development of the well-known Duncan Hines brand label. When Hines-Park Foods merged with Proctor and Gamble in 1956, Mr. Park joined P & G as a consultant. Mr. Park was one of the first to realize the power of television in marketing products. Today, his corporation owns 7 TV stations, 7 AM and 7 FM stations, and his was the first company given permission by the Federal Communications Commission to own 21 stations. His newspaper interests include ownership of more than 60 papers. His presentation to the students and faculty sets out his experiences, along with suggestions on what is important to determining success. It is printed here for guidance for today's students and generations of students to come.

Looking around the room, I can't help feeling just a little bit jealous of the opportunities that lie ahead for you. And the reason is—like a theme the steamship lines used some years back—"Getting there is half the fun!" To me, with a business career, "getting there" is closer to 90 percent of the fun—and I've had most of mine. Yours is still up front; I admit to just a touch of envy.

I have been told that after graduation one out of every four of you will go to a Fortune 500 company. An even larger number of you will go into the accounting field, including jobs with the big eight accounting firms. Others will move into finance, banking, insurance, economics, management, and marketing. One or two percent of you will go back to family-owned businesses, and I'm pleased to say that—perhaps as an indication of the times and new philosophy—only a handful will choose government bureaucracy.

I want to offer *another* choice for your consideration—one, I'm told, just a few of you from the class each year commit themselves to: *Going into Business for Yourself.* Entrepreneurship built our country, and some of the early leaders who bore the entrepreneur label with pride were Thomas Edison, Henry Ford, and Harvey Firestone.

Of course, you do not just walk off campus and launch your own successful business. You need some practical experience. You cannot run a business out of a manual any more than you can farm out of a book. If you *are* considering going into business for yourself, first get located in someone else's business where you can get the practical experience to supplement your education. Deliberately *position* yourself to *learn* about the type of business you eventually want to establish.

Despite the age gap between us, there *are* eternal constants. One of them, I think, is that you have to *know* you want your own business—you cannot get much useful help here from parents, friends, or even from me. *You* have to know. So don't ask yourself, "*Can* I build a highly successful career in my own business?" Ask yourself instead, "How much do I really *want* to?"

Once you have decided to point toward having your own business, you can get basic experience in other businesses without starting at the bottom of the pole as the graduates in my alma mater at North Carolina State University had to do—and if you went with the telephone or power company in the thirties, that was *not* just a figure of speech!

Another thing you have today that I didn't (and have always been grateful for) is the *agony* of *choice.* Your options are not as endless today as they were a few years ago, but you do not have to start at the very bottom. You may sacrifice starting salary, as I did, to find opportunities I was looking for—a place to exercise initiative, make decisions, and have a little free time to work out some of my own ideas. I probably could have "done alright," just as you can, if I had gone with a big company and just "stayed put." But, from the beginning, I *wanted my own business.*

So I bypassed the bigger companies to get into what was a new and exciting business in the thirties—farmers' cooperatives. There were two headquartered in Raleigh, North Carolina—one in cotton and one in tobacco. I took a job as editor, advertising manager, and publicity manager for the North Carolina Cotton Growers Association, and while the job does not sound very glamorous, over the next eleven years it gave me the chance to develop sales programs, write and place the advertising, develop and launch some trade publications of my own, and to operate a printing plant, of which I was one-third owner.

By the end of that time, I had learned basics in print and communications that have never left me, and I learned work habits—borne of a deliberate self-discipline—that are unchanged today. (Today, they would call me a "workaholic," but then, in depression years, the whole outlook toward work was quite different.)

One basic precept that has worked well for me is a very simple one—if you see a need, figure out a way to fill it. If it is a genuine need, and you have a sound answer

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(continued from page 1) to that need, then the reward will take care of itself.

As a graduate in business with a minor in journalism, I was a careful reader of all trade publications in the communications and business field. Back then, newspapers had *Editor and Publisher* and, during the early part of my career, *Broadcasting* magazine made its appearance.

It struck me that with some 15,000 farm cooperatives across the country, it was strange that there was no magazine for farm cooperative executives—when *Editor and Publisher* was highly successful serving less than 2,000 daily newspapers. So, I decided to start a trade magazine for farm cooperative leaders, which I named *Cooperative Digest.* It had a simple formula. The first 18 pages contained news as to what farm cooperatives were doing, and the last 18 pages carried condensed articles from speeches by outstanding farm cooperative leaders and condensations of articles they might write.

Dr. H. E. Babcock, Chairman of the Board of Trustees at Cornell and the founder of GLF, now Agway, wrote an article back in the early forties on farm cooperatives and their future for the *Saturday Evening Post,* which was then picked up by the *Reader's Digest.* My *Cooperative Digest*—with less than 10,000 circulation—reprinted this article and Dr. Babcock got more replies from my reprint than from the original article in the *Post* plus the condensed version in the *Reader's Digest.* This impressed him, and I presume he thought that I must be a wizard in my field. At any rate, he looked me up and offered me a very attractive position to come to Ithaca and handle the advertising, promotion, and public relations of what was then the largest farming cooperative in the world.

I felt I had to tell him at the outset that I would move *only* to have my own business. "Young man," Mr. Babcock said, "You just bought it." "What business did I buy?" I asked. "Your own ad agency," he replied. "If you need money, we will lend it to you."

Well, it was not an offer from the Godfather, but it *was* too good to refuse.

I took over what was essentially the GLF cooperative's advertising and PR department of seven people. We called ourselves "Ag Research," pioneered in a good many market research techniques, and began to make money by doing good work at reasonable rates. By serving similar types of farm businesses, we opened branches in five other large eastern cities, grew to employ one hundred twenty-five people, and were going just great six years later when I fell on my face.

My mistake was in getting into political advertising, where we did two successful gubernatorial campaigns for Tom Dewey in New York state and handled his farm and small-town promotions for his two presidential campaigns in 1944 and 1948. Right after our man lost, we offered all our clients the opportunity to change agencies if they wished, and a lot did.

A good marketing study we made through Ag Research had convinced me that these cooperatives were *not* willing to spend the hard dollars required to launch their own consumer brand. So, I recommended that they *franchise* a brand instead, using a name already established in the food field, and they accepted the idea.

Many names were considered—in the hundreds—but none filled the bill until I came across Duncan Hines. That was a name that made me almost snap my fingers—for I just *knew* that was the one. I arranged to meet Duncan Hines, and in preparation I did my homework on every available detail of his professional and business life as a gourmet and travel authority. When I kept my appointment with him at the Waldorf Towers in New York City, I was the world's top expert on Duncan Hines! And, if I can preach for a moment, it is always an advantage to be better prepared than the other fellow.

"So, you are going to make me a millionaire," he said, after formalities. From my research, however, I knew he did not really aspire to great wealth. I figured, too, that he had been approached with "get rich" schemes many times. So I told him, "No, we are not going to make you a fortune, but by making your name more meaningful in the home, you can upgrade American eating habits."

Knowing, too, that he never endorsed anything, we had come prepared with completely finished Duncan Hines labels, in full color, on dummy containers—so that he could see what the concept would look like. He bought it—and in so doing brought me into my second business. The sale was made when I told him we were not seeking an endorsement, but that we wanted to name something for him. *It worked.*

We began planning and product testing in earnest, and employed the sound research principles we had used in Ag Research, including the use of "blind tests" on every product *before* market introduction to assure ourselves of a basic product difference. We held firm that there had to be a real advantage in appearance (as in beautiful, uniform olives in a glass jar), in feel or texture (as in bread), or in taste (as in rich ice cream). Then after working out the financing—which I will go into a little later—we began accepting franchise applications from good food processors who had no recognized brand name of their own.

Rigid quality controls, approved by Mr. Hines, were maintained from the start, and we were soon packaging a variety of foods under the Duncan Hines name, which we test-marketed in New England, the Midwest, and the South. The test marketing proved that the name Duncan Hines had consumer appeal and that it responded effectively to advertising and promotion.

The next step was to set up a corporation which could take over the rights to the Duncan Hines brand name and would have the financing necessary to develop a franchising program among quality food processors.

Our brand not only had quality and consumer acceptance, but our marketing strategy had a very significant advantage over brands such as S. S. Pierce, which shipped foods into Boston for packaging and labeling and then back across the country to the food stores. We shipped the labels to the product—not the product to the labels—resulting in a substantial savings in transportation costs.

Duncan Hines cake mix, manufactured by Nebraska Consolidated Mills in Omaha, now ConAgra, came to be the line's most resounding success. The brand captured forty-eight percent of the Omaha market in just three weeks after introduction, then continued to make startling market inroads throughout the country. In three or four years, Duncan Hines cake mixes were "givir fits" to old and well-known names—Swanson, Pillsbury, Aunt Jemima, and Betty Crocker. We could never *out-spend* those giants—so we *out-thought* them.

Mixes had mainly been marketed as a "just add water or milk" convenience item. But, in keeping with the Duncan Hines name and quality reputation, we altered the standard formula by leaving in the dried milk and removing the dehydrated eggs. Next to a picture of Duncan Hines on every cake mix package was this statement, in quotes: "I have found that strictly fresh eggs mean a bigger, better cake . . . in appearance, flavor and freshness."

Too, knowing throughout that we were "running with the big boys," we had to do things differently—and did. We were first (late forties) to sell cake mix on TV, with Mr. Hines, himself, doing the commercials. The finished cake photographed beautifully on camera—"frosted" with heavy axle grease, which better withstood the hot lights. (Today, we would probably have to deal with consumer advocates if we did that!)

We were also first to figure out that outdoor advertising was really "outdoor TV," so we used the same visual theme for both our TV and outdoor ads, reminding the housewife on her way to the store of Duncan Hines, and of last night's TV commercial.

We were first to use four-color ads in newspapers, since it did not make sense to take full-color in national women's magazines when we had only partial distribution. We used the newspaper's comic presses, which back then were the only way to get newspaper color. Sure it was crude, but it all tied together with TV and outdoor, and it *worked.*

Ad men are always talking "dog and pony shows," and we really had one on the road, with mayors from Albany, N.Y., to San Francisco presenting Hines the keys to the city and proclaiming "Duncan Hines Day"—all the unvarnished hokum Americans have loved since the days of P. T. Barnum. And, in a more serious marketing vein, the Duncan Hines Day usually concluded with a big reception and sit-down dinner, attended by the governor and assorted big-wigs, plus the key chain food store buyers. Again, using a new wrinkle, all were invited to bring their wives—this last almost unheard of back then. With a corsage presented on arrival and an autographed Duncan Hines cookbook when they left, the wives found it a memorable family affair. Our people were under strict orders to sell nothing to anyone—at the party. Next day was another story.

These techniques—plus good products and tight quality control—put Duncan Hines cake mixes number two among all brands *in sales, despite distribution* in only twenty-three states. It was the cake mix that made the Duncan Hines line a marketing force to be reckoned with, and which led directly to a merger proposal from Proctor & Gamble in 1956, just about five years after our cake-mix launching.

Let me tell you how our food company was set up before we talk about the acquisition by Proctor & Gamble. To leave my options to operate completely open, I frankly prefer to own one hundred percent of a business. In the arrangement of initial financing for Hines-Park Foods, however, I didn't have enough money, so some preferred stock was sold with common stock as a bonus in the package. Confidence by potential investors and your own faith in yourself are about all you have going for you in the beginning—although in my case, Duncan Hines's name certainly didn't hurt!

Proctor & Gamble came along with a proposal built around a tax-free merger of Hines-Park Foods into P&G, and exchange of shares of Hines-Park for their stock. Thus, in 1956, I relinquished my stock control of Hines-Park, but importantly, the move provided the initial financing base on which to start building businesses which I would own outright.

Other elements of my contract with Proctor & Gamble required that I work for them for three years and continue as a consultant to them for an additional seven, without competing Actually, it was a generous arrangement that I found so pleasant and stimulating, I remained an active executive with them for seven years, not three, and only a few years back concluded my consulting arrangement with P&G. Oh, there was one more provision written into the initial agreement: that I be allowed to work on my *own* business fifty percent of the time.

At P&G, I was heavily impressed from the beginning with the great marketing power of television. And I watched as more and more advertising dollars moved out of magazines and out of newspapers, and into TV. It looked to me like the coming medium—the "great growth" medium, and it turned out to be just that.

When we bought our first television station, WNCT-TV in Greenville, North Carolina, in 1962, TV industry ad expenditures totaled \$1.89 billion; in 1982—almost \$13 billion; projected for 1985, \$21.3 billion—almost eleven times as much as in 1962. And now hold your breath—the projection for 1990 is \$40.72 billion, almost double in five years and twenty times as much as in 1962 when I bought my first station.

Much as I had enjoyed (and learned from) my association with Proctor and Gamble I was champing at the bit to get back on my own. With acquisition of the Greenville, North Carolina, television station, I was back on my own . . with the help of a million dollar note to an insurance company and a million and a half dollar loan from Wachovia Bank and Trust Company in North Carolina, collateralized by P&G stock.

My approaching an insurance company for financing was based wholly on a personal relationship. I had come to know the president of Massachusetts Mutual through my directorship of what is now ConAgra, and the financing his firm had provided to this company. At a later date, while arranging financing for our second station through a bank, I found that banks would go as high as eighty percent to finance a good property while an insurance company, back in those days, would not go more than thirty percent.

Here are some rules I have learned:

- Loan obligations are critically important to your credit, and your reputation pivots on your repayment record. Meet payments *on* time or *ahead* of time *every* time.
- Banks *don't* like surprises, particularly bad news on *your* operation that they hear elsewhere, or dig up themselves Keep them fully informed, ahead of time and especially do this if the news is bad.
- "Mortgage the limbs, but never the trunk." Borrow on the separate companies you hold, but keep the parent corporation liquid to provide the "down" money for possible acquisitions and emergency needs.
- In financing any kind of business, deal with a bank experienced in backing your kind of business, and always deal with the top man—he can make decisions. In any business there are plenty of people who can say no—only a limited few can say yes and make it stick.

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•In all acquisitions—if you possibly can—offer to buy for *cash*. It sure gets you the best price, and will knock out of the box the fellow who offers a small down payment, and notes on the property he is buying.

•Lastly, avoid tying up your personal assets and those of your wife and family. Banks try to get their hands on everything. If you have a good record, however, they'll listen to reason. But as a banker friend of mine says, banks just never have all the security they want.

Now those are some of the key points in obtaining bank financing and dealing with banks successfully, as we've been able to do. And once we've "gone into business" with a bank, we've never pulled away from one—nor had a bank pull away from us. Our companies use about eighty local banks, mostly as temporary local depositories, have lines of credit with seven, but actually rely on two primary banks for financing our acquisitions.

From 1962 to 1972 we built our basic broadcast operations, both TV and radio, and by 1977, we had our limit of twenty-one stations. We acquired our first outdoor advertising plant in 1962. Entry into outdoor was based on experience previously mentioned that showed outdoor to be effective reinforcement for television. Furthermore, with a 78-month depreciation schedule, it is a good "cash cow." Today, with bigger, cleaner signs, outdoor is a growing business because it does an effective job.

Most of our broadcast stations have (continued on page 5)

Notes for Tables 1 and 2: (1) The "distributive" indicator represents a composite of wholesale and retail trade; transportation, communication and utilities; finance, insurance, and real estate; and selected services. (2) The "physical volume" indicator and its components represent the dollar volume indicator and its components adjusted for price changes using appropriate price indexes—see Table 5, page 5.

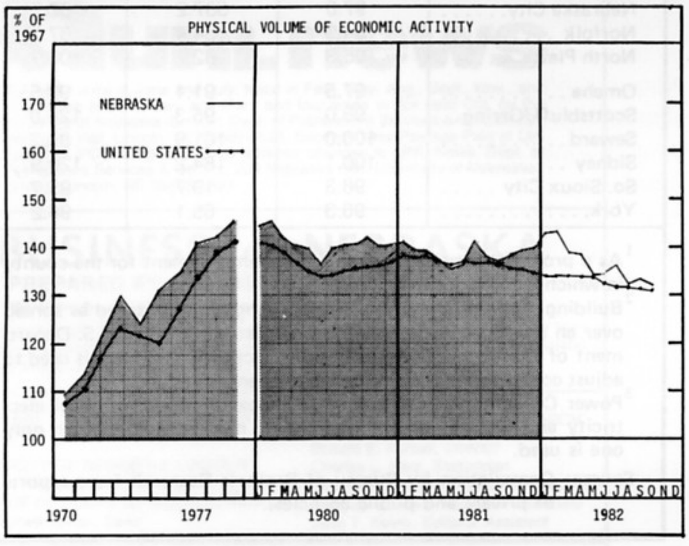
ECONOMIC INDICATORS: NEBRASKA AND UNITED STATES

1. CHANGE FROM PREVIOUS YEAR

October, 1982	Current Month as Percent of Same Month Previous Year		1982 Year to Date as Percent of 1981 Year to Date	
Indicator	Nebraska	U.S.	Nebraska	U.S.
Dollar Volume	N/A		N/A	
Agricultural	N/A		N/A	
Nonagricultural	101.2	101.0	100.3	102.3
Construction	90.7	101.8	74.3	94.4
Manufacturing	81.3	88.6	87.8	92.8
Distributive	106.6	105.6	103.9	105.9
Government	107.5	105.5	109.8	108.8
Physical Volume	N/A		N/A	
Agricultural	N/A		N/A	
Nonagricultural	96.2	96.6	94.6	96.4
Construction	90.1	101.2	72.4	92.1
Manufacturing	79.8	87.4	85.9	90.4
Distributive	101.5	100.5	97.4	99.4
Government	101.1	98.7	101.7	98.3

2. CHANGE FROM 1967

Indicator	Percent of 1967 Average	
	Nebraska	U.S.
Dollar Volume	N/A	N/A
Agricultural	N/A	N/A
Nonagricultural	374.3	363.5
Construction	207.1	312.8
Manufacturing	303.0	278.8
Distributive	407.0	412.3
Government	417.7	376.4
Physical Volume	N/A	N/A
Agricultural	N/A	N/A
Nonagricultural	132.1	130.8
Construction	62.6	94.5
Manufacturing	126.2	113.1
Distributive	138.4	140.2
Government	147.7	146.2

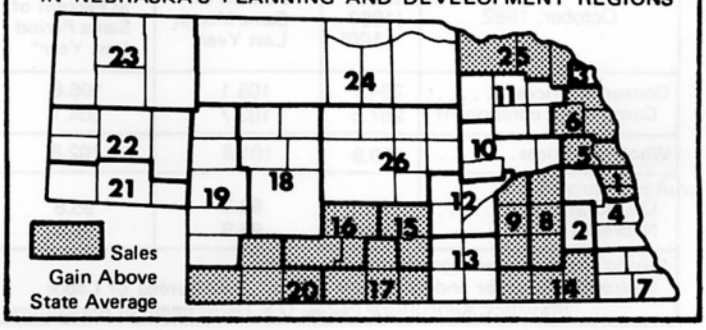


3. NET TAXABLE RETAIL SALES OF NEBRASKA REGIONS AND CITIES (Adjusted for Price Changes)

Region Number and City	City Sales* Oct. 1982 as percent of Oct. 1981	Sales in Region* Oct. 1982 as percent of Oct. 1981	Sales in Region* Year to date '82 as percent of Year to date '81
The State	88.0	90.3	94.1
1 Omaha	78.9	82.9	96.3
Bellevue	92.1		
2 Lincoln	89.7	91.8	93.9
3 So. Sioux City	96.7	94.8	89.9
4 Nebraska City	90.9	98.2	95.6
5 Fremont	99.2	102.1	94.9
Blair	101.5		
6 West Point	103.1	108.0	99.6
7 Falls City	97.4	92.7	93.9
8 Seward	90.1	102.0	95.2
9 York	93.8	100.9	96.1
10 Columbus	109.3	105.3	92.7
11 Norfolk	95.7	98.4	93.3
Wayne	100.1		
12 Grand Island	96.2	100.3	92.7
13 Hastings	90.8	96.2	90.6
14 Beatrice	92.5	99.8	95.4
Fairbury	97.3		
15 Kearney	93.7	95.8	96.8
16 Lexington	98.9	102.6	97.0
17 Holdrege	124.0	108.7	97.3
18 North Platte	94.3	96.5	93.8
19 Ogallala	98.9	102.9	92.3
20 McCook	107.5	110.4	98.2
21 Sidney	94.8	84.1	92.1
Kimball	68.3		
22 Scottsbluff/Gering	89.9	90.5	89.8
23 Alliance	82.9	89.3	88.8
Chadron	92.0		
24 O'Neill	96.3	93.1	90.1
25 Hartington	92.1	99.1	95.9
26 Broken Bow	101.0	98.4	91.1

State totals include sales not allocated to cities or regions. The year-to-year ratios for city and region sales may be misleading because of changes in the portion of unallocated sales. Region totals include, and city totals exclude, motor vehicle sales. Sales are those on which sales taxes are collected by retailers located in the state. Compiled from data provided by Nebraska Department of Revenue.

1982 YEAR TO DATE AS PERCENT OF 1981 YEAR TO DATE IN NEBRASKA'S PLANNING AND DEVELOPMENT REGIONS



(continued from page 4) been outright purchases of established facilities, the exception being a few we built and put on the air. There are no "giants" among them, but all cover key TV market areas, and we have been careful to stick to the top one-hundred markets, which attract most advertising budgets. Our seven TVs, together with our fourteen radio stations, cover roughly 14.5 percent of the total population in this country—or, putting it another way, our broadcast stations can be seen or heard by almost 32 million people—after eliminating any duplication in our joint TV and radio markets.

We had to buy radio stations where we could get them, and they are located across the nation from the Atlantic to the Pacific. Present broadcast operations total seven TV stations, seven AM and seven FM stations—the maximum number permitted by FCC regulations. We were the first to reach this milestone.

As we approached our limit in broadcasting properties, we moved to my first love in communications: newspapers. We bought our first newspaper in 1972, the *Daily Sun* of Warner Robins, Georgia, for cash. We have since added others in New York state, Virginia, Florida, Nebraska, Indiana, Oklahoma, North Carolina, Illinois, Michigan, Arkansas, and North Dakota, for a total of sixty-two, which includes twenty-two dailies. Most could be called small-town newspapers, with circulations in the 10,000-20,000 range. Publishing staffs have been retained intact in nearly all cases, with only ownership changing. We do not employ any "new broom" approach. In terms of daily circulation, our newspaper group now ranks forty-nine among the one hundred seventy newspaper groups in the United States today. We like newspapers, and it's our intention to continue to acquire good community dailies located east of the Rockies. We're actively seeking good properties at the present time . . . in case you know of any.

Our broad approach to managing our interests is to allow the widest latitude, amounting to virtual autonomy, to *local* management. To each property we provide management service of high order on a fee basis, which runs four percent of gross billings. Our contribution to the separate operations falls primarily into four categories:

- Leadership,
- Stimulation,
- Motivation, and
- Financial control.

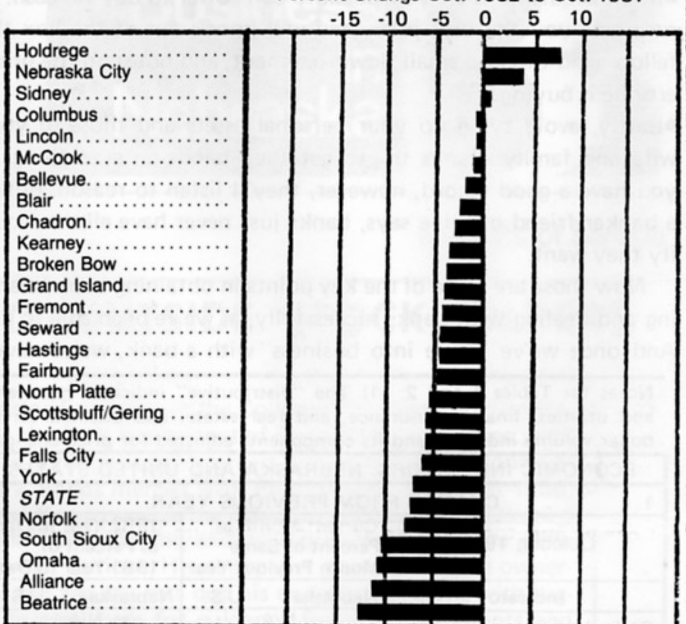
Each of our sixty separate companies has its own Board of Directors, and we hold regular meetings at a number of our business operations where former owners serve as directors. Veto power over major business decisions is retained in Ithaca, but day-to-day operations are under individual control, subject only to precise reporting and business (continued on page 6)

5. PRICE INDEXES

October, 1982	Index (1967 = 100)	Percent of Same Month Last Year	Year to Date as Percent of Same Period Last Year*
Consumer Prices	294.1	105.1	106.6
Commodity component	267.5	103.7	104.1
Wholesale Prices	299.9	101.3	102.8
Agricultural Prices			
United States	238.0	98.3	95.8
Nebraska	232.0	95.9	95.3

*Using arithmetic average of monthly indexes.
Sources: Consumer and Wholesale Prices: U.S. Bureau of Labor Statistics; Agricultural Prices: U.S. Department of Agriculture.

CITY BUSINESS INDEX
Percent Change Oct. 1982 to Oct. 1981



Source: Table 3 (page 4) and Table 4 below.

4. CITY BUSINESS INDICATORS

Percent of Same Month a Year Ago

The State and Its Trading Centers	Employment[1]	Building Activity[2]	Power Consumption[3]
The State	96.7	101.0	95.9
Alliance	92.1	98.2	137.1
Beatrice	97.9	18.3	94.3
Bellevue	97.5	147.0	102.4
Blair	96.8	59.1	98.3
Broken Bow	98.0	47.9	111.8
Chadron	100.3	98.5	123.3
Columbus	90.4	93.1	90.8
Fairbury	98.6	56.6	91.1
Falls City	98.5	44.0	88.2
Fremont	96.2	64.4	91.6*
Grand Island	94.4	102.5	98.3
Hastings	98.4	109.0	140.7
Holdrege	96.4	69.7	93.9
Kearney	97.9	95.7	101.4
Lexington	94.6	56.5	70.5
Lincoln	98.8	258.6	91.3
McCook	91.4	93.7	104.2
Nebraska City	97.0	587.2	87.2
Norfolk	94.3	54.4	87.3
North Platte	95.3	82.7	105.7
Omaha	97.5	91.1	93.5
Scottsbluff/Gering	98.0	95.3	126.0
Seward	100.0	101.9	86.7
Sidney	100.1	184.2	120.9
So. Sioux City	98.3	19.7	95.7
York	96.3	65.1	96.2

[1] As a proxy for city employment, total employment for the county in which a city is located is used.
[2] Building Activity is the value of building permits issued as spread over an appropriate time period of construction. The U.S. Department of Commerce Composite Construction Cost Index is used to adjust construction activity for price changes.
[3] Power Consumption is a combined index of consumption of electricity and natural gas except in cases marked * for which only one is used.

Source: Compilation by Bureau of Business Research from reports of private and public agencies.

(continued from page 5) disciplines which measure accountability and insure performance.

We place no *editorial* restrictions on either broadcast or newspaper management, with these exceptions: broadcast editorials are kept *occasional,* confined to *local* issues, and aired only by the local station manager. We want to have something relevant and helpful to say—not just fill time. Our newspaper editorials are governed only by good common sense, and use whatever space is needed and justified by the issues of the day—again, with emphasis on, but not limited to, local causes.

Now, for your big question: How do we run all this?--it must take an executive regiment. No, it doesn't, but we do have some of the best executives you could find. We hire people with good I.Q.s, who are not afraid to work, and who are morally straight, honest, square dealers.

Only eight operating executives are involved in our headquarters operation, including myself. There are executives in charge of newspapers, television, and radio divisions. We also have separate executives for real estate and outdoor, and one for overall finance and an overall controller.

There are only thirty corporate employees in Ithaca, mostly in auditing, clerical, and maintenance. We monitor our field operations carefully, hold regular meetings to bring the judgment of the whole group to bear on problems, and share the committee approach found in many large companies.

The total gross assets of these companies are approximately $170 million as of June 30, 1982. Total sales were approximately $80 million in calendar 1981 and will approach $90 million in 1982.

In building a sound business operation of this size without stockholders, I've had some headaches—and been spared some, too. Stockholders' meetings can do awful things to a president's nervous system, and so can dividend demands. In building my business, I've learned some things that I think will bear passing along "one more time"—and I'll keep them brief:

1- Pay attention to details, they *do* make a difference.
2- Get things done on time—learn to answer your mail the same day you get it, and tackle and resolve problems promptly.
3- Delegate to others as much as you can—and you will be surprised that often they can handle these things as well as, or better than, you can. Even so, you must constantly check up to see that nothing falls through the crack.
4- Use showmanship, imagination. Dramatize what you're doing.
5- Take action. If you have the facts and a little common sense, and you *move,* you've got better than a *fifty percent chance* of being right.
6- Do your business homework. I've never bought a property that I didn't bone up on and know more about than the man or people who owned it.
7- Reinvest the cash flow as it is generated—but always keep a liquid position.

These cardinal concepts have served me well over the years.

NEBRASKA POPULATION PROJECTIONS 1985-2020

The Bureau of Business Research has completed work on *Nebraska Population Projections, 1985-2020.* The volume contains population projections for counties by age and sex for the quinquennial years 1985, 1990, 1995, 2000, 2005, 2010, 2015, and 2020. Age and sex information is provided for the cohorts 0-4, 5-14, 15-24, 25-44, 45-64, and 65+. A special tabulation was made for the cohort 0-17.

Copies of the volume are available at $17.50 from the Bureau of Business Research, 200 CBA, University of Nebraska-Lincoln, Lincoln, NE 68588-0406. Checks should be made payable to Bureau of Business Research.

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