

INSIDE



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SMALL FIRMS.

SMALL BUSINESS

Angie Hofelich, owner of VanityLab in Westlake, opened her salon last spring, a move she may have held off on because of the declining economy. In response, the salon has bolstered efforts to lure in clients.

PHOTOS BY
JANINE BENTIVEGNA



Job openings spawn flood of résumés

By **CHRISSEY KADLECK**
clbfreelancer@crain.com

As a hungry company in growth mode, the SpyGlass Group Inc. is looking to hire as many as seven new people — and bolster its employee base by nearly one-third — in the next couple of months.

In fact, the Westlake-based company has doubled its employee roster each of the past two years, making it a ripe target for job seekers in these dismal economic times.

SpyGlass's posting on Craigslist for an administrative assistant netted more than 100 résumés in two days, said Ed DeAngelo, co-CEO of the telecommunication expense management firm.

"We're still a pretty small company, and when we hire people, we want it to be a really good fit for both parties," said Mr. DeAngelo, adding that his company has a recruiting manager. "We are looking for real distinct fits in terms of function and culture and, as such, we don't have a lot of turnover."

Experts say companies that are hiring in this market should expect to receive two and three times — or even more — the amount of résumés normally received from job postings.

"You run a career board ad and where you might usually get 10 or 15 applicants, you might be getting 100 or 200 applicants," said Lori K. Long, associate professor of management at Baldwin-Wallace College. "It's exciting in that there are some really good, well-qualified candidates, and I think this is a great opportunity for small businesses to get some talent that they might not be able to get otherwise."

First things first, though.

Before a company even posts an open job — in print or online — and begins the recruiting process, it's imperative to get down on paper a description for the job and the requirements for filling it.

"In order to really select someone who is a good match for the position, you need to be very clear about what it takes to succeed in this position," said Ms. Long, who teaches the staffing and development course in the MBA program at B-W. "The more you can put in your advertisement

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**HELP
WANTED**

RESTRAINED INDULGENCE

As more clients refrain from spending, luxury service providers redouble efforts to entice business

By **JUDY STRINGER**
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Last spring when Angie Hofelich opened her Westlake-based salon VanityLab, the economy was just beginning to overheat. Ignorance is bliss, Ms. Hofelich admitted. Knowledge of the looming meltdown surely would have stalled her plan to bring an East Village-inspired salon to the West Side of Cleveland.

"It's been an interesting ride," Ms. Hofelich said. "We are still trying to adapt to what is going on."

High-end salons, like upscale restaurants and exclusive spas, thrive on consumers willing to indulge. Yet, it appears the number of Americans inclined to do so is rapidly waning.

Management consulting firm Booz & Co. conducted a consumer spending study in September 2008, which indicated that the vast majority of the 1,000 U.S. households polled

already had made substantial cuts in spending and they planned to make even deeper cuts in the future. The survey indicates most Americans have cut back on eating out. The impulse for spending money on the pricey services offered at salons and spas has been minimized as well.

Not surprisingly, purveyors of luxury products and services are feeling the financial pinch.

"All sales are down, from luxury items to sales at restaurants and bars," said Hyde Park Restaurant Group managing partner Joe Saccone. "People are reluctant to go out and spend." The Beachwood-based Hyde Park Restaurant Group includes downtown Cleveland's Metropolitan Café and Blake's Seafood Restaurant & Bar in Westlake.

Deal hounds

During this time of sluggish consumer spending, incentives and See **LUXURY** Page 14



VanityLab's pedicure area illustrates the pampering experience clients seek.

RAISING THE BAR

Firms that deal in luxury product offerings are employing some of the following tactics:

- **Price breaks:** Coupons, credits for client referrals and bundling services for discounts.
- **More contact:** E-mails to clients offering complimentary services.
- **Special touch:** Added emphasis on customer service.

SHORT TAKES

■ **NOT JUST CHILD'S PLAY:** Dr. Thomas Phelps recently moved from the former practice that he managed, **Chesterland Pediatrics**, to

start a smaller practice in pediatrics and adolescent medicine. The practice, called **Hillcrest Hospital Pediatric Practice Chesterland**, is on Mayfield Road in Chesterland.

Dr. Phelps' office hours are 8:30 a.m. to 5 p.m. Monday through Friday; 8:30 a.m. to noon Saturday; and Sunday hours as needed for emergencies.

■ **CHANGE IN SCENERY:** Tax consulting firm **global X** has relocated from the former BP building into the renovated **Edwin Hotel** on Prospect Avenue. Global X's nearly \$2 million renovation of the four-story building that dates to the late 1800s was made possible through global X's partnership with the city of Cleveland and the Vacant Property Initiative, a city program designed to promote the restoration and use of underutilized commercial properties. Renovations to the vacant building began in mid-2008. The local contractor on the project was **Korfant & Mazzone** and the architecture firm was **Sandvick Architects**.

■ **GONE TO THE DOGS:** Peggy Farrell-Kidd has opened Ohio's first **Central Bark Doggy Day Care** at 3001 Towpath Road in Broad-

view Heights. Central Bark is a franchised provider of dog day care; the network currently operates more than 20 locations in seven states. The Broadview Heights location opened last month, and in addition to dog-care services, the franchise offers training classes, grooming, overnight accommodations, parties and a retail area.



■ **OPEN WINDOW:** **Allied Remodeling**, a 21-year-old renovation contractor in Cleveland, recently completed the purchase of another Cleveland company, **Window Restorations**. The process utilized by Window Restorations uses the elements of existing windows to make them energy efficient, said **Igor Rae**, owner of Allied Remodeling. Window Restorations had been owned by **Terry Milligan**, who continues to work with the operation. Terms of the deal were not disclosed.

SMALL BUSINESS

Stimulus bill gives firms a tax break

Small business owners will find some potentially significant incentives in the American Recovery and Reinvestment Act of 2009, President Barack Obama's first major initiative aimed at stimulating our stumbling economy.

The package contains a number of tax incentives for businesses and individuals, some of which are of greater benefit to small business owners than others. Perhaps of greatest interest is an increase in the ability of a business taxpayer to increase the "carryback" of net operating losses into prior tax years.

A net operating loss generally is the amount by which business expenses exceed gross income in a particular tax year. The U.S. tax code allows a business taxpayer to carry such losses back into prior tax years or carry them forward into future tax years.

In other words, the loss in the current year can be used to recoup taxes paid in a prior year or offset taxes that will be owed in a future year. It's the government's way of trying to minimize the sting of a business operating loss. Sadly, a growing number of businesses, including small businesses, are becoming all too familiar with that scenario.

Typically, net operating losses can be carried back into only two prior tax years, but the recent stimulus bill extended the carryback period to five years. Usually a five-year carryback is permitted only for farming losses or losses related to disasters.

PETERDEMARCO



TAX TIPS

The increased carryback allowance can have a significant impact on a small business suffering a net operating loss. It can generate a tax refund where one might not otherwise have been coming, or it can dramatically increase a refund amount.

For example, assume a small business experienced a net operating loss in 2008. It experienced a similar loss in 2007, but generated taxable income and paid the applicable taxes in 2006, 2005, 2004 and 2003.

Before the recent incentive increasing the carryback period, the company could have carried its 2008 loss back to offset its taxes paid through 2006, but no further. Under the new law, it can also recoup taxes paid in 2005, 2004 and 2003 as well, to the extent the current loss is indeed that substantial.

For small business owners facing a net operating loss for 2008, the prospect of a bigger tax refund is appealing. The Internal Revenue Service even expedites such refunds, providing a "quick" carryback proce-

cedure that allows taxpayers to recover refunds before the tax return is processed.

There's also a nugget in the Recovery Act for S corporations that operated previously as C corporations. Many smaller companies over the past decade or more have found it advantageous to convert from C corporation status to S corporation.

In making the transition, tax law has required the new S corporation to be taxed at the highest corporate tax rate, or 35%, on all gains that were built in at the time of the election over a 10-year period. Under the recovery act, for tax years 2009 and 2010, the recognition period is reduced to seven years.

For an entity that made the switch from S corporation to C corporation seven years ago, there's effectively no further exposure to the built-in gains tax. The relief from built-in gains also applies to S corporations that acquired C corporations and converted them to S subsidiaries.

The stimulus package also includes some other tax incentives for business. With a number of caveats and qualifications, the bill allows small business owners to reduce the amount they must pay in up-front estimated tax payments and increases certain depreciation deductions. The package also allows for increased deductions in 2009 related to tangible personal property, and it raises the cap on depreciation related to new vehicles put into service in 2008.

With the economy showing no imminent signs of recovery, business owners can expect to face a good deal of uncertainty in the coming months. The tax incentives contained in the stimulus package give business owners at least some sense that they can expect a little sunshine in fulfilling their tax obligations. ■

Mr. DeMarco is vice president and director of tax services for the regional accounting and business consulting firm Meaden & Moore, headquartered in Cleveland.

Luxury: Companies increase creative marketing strategies

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special offers have emerged as a key marketing strategy for local businesses that deal in luxurious living.

Ms. Hofelich said VanityLab has doubled its VIP Referral Reward program in response to the poor economic climate and now awards new clients with a \$20 coupon toward any future service that costs more than \$25 and credits referring clients with \$10 for each new person.

Ed and Nancy Brown, owners of Ladies & Gentlemen Salon and Spa in Legacy Village, said they began collecting e-mail addresses of clients last year when they started to notice business was slowing. Now they regularly e-mail their clients gifts, such as a complimentary service or a discount on salon products.

Ms. Brown echoed other local salon and spa owners when she said they didn't want to discount their services, because they really are worth what is being charged, but they did want to give their clients an incentive to keep coming back.

Bundling services and offering discounts based on the purchase of multiple services is a marketing tactic spas and salons are employing.

Robert Costa, president of Westlake-based Salon Suites Inc., said his firm has developed opportunities for its independent beauty contractors to bundle their services in order to add value for the customer, rather than reduce prices. Hair color clients of one contractor, for instance, may be offered a free hand or neck massage from another service provider.

"In our industry the practitioners are licensed to touch, and that is a privilege we take very seriously," Mr. Costa said. "To cut prices comes across as demeaning to the practitioner. Whereas, bundling services does not cut the price of the service in the mind of the practitioner. The services are valued the same and yet the customers perceive they are getting a better deal."

Giving customers a better deal at upscale restaurants means offering more price-fixed meals and other specials during times when these establishments have empty seats, Mr.

Saccone said. The four Hyde Park Prime Steakhouses in the Cleveland area are offering a \$27.95 per person pre-fixed menu for patrons who arrive between 5 and 6 p.m.

"The idea of a pre-fixed menu is not new, but in this economy it does represent one way we can offer customers a better price than if they ordered these menu items a la carte," he said. "We are not lessening the value of the restaurant or the quality of the ingredients we use, but offering customers a less expensive meal at a time when the demand for seats is lower."

Vue Restaurant and Lounge in Hudson is taking a more radical approach. General manager Shawn Tatarowicz said the haute establishment will introduce a new menu this month that reduces entrée prices by \$2 to \$3. Vue also will cut child prices for its Sunday buffet. The reductions, he said, are in response to customer concerns that the restaurant was "overpriced."

Kill 'em with kindness

Peter Toomey, a marketing specialist and owner of Toomey and Friends Advertising in Rocky River, said companies that are being proactive with their marketing efforts will be the ones that weather this economic storm. Giving customers more than they would normally expect, whether it be an additional 15 minutes of massage or a price cut on a kid's meal, is one way businesses can tell customers they feel their pain, he said.

Of course, Ms. Hofelich added, nothing tops solidly delivered customer service when it comes to ensuring customers feel as if they've gotten a good deal. She said January was VanityLabs' best month since opening in terms of revenues, and she attributes that in a large part to its focus on clients.

"Basically we want our clients to feel like the center of our universe," Ms. Hofelich said. "From the minute they arrive and see their name on our new-client welcome board ... we hope our clients feel their investment in themselves is a good one." ■

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SMALL BUSINESS

Consider risks, laws associated with global commerce

Operating a small business involves managing risks and costs — the typical ones and those unique to your industry. While doing business domestically carries plenty of risks, doing business internationally adds a whole other set.

The following identifies many risks, options of how to deal with them and cost considerations for structuring your business model.

■ Shipping risks and costs:

When shipping goods internationally, the shipping terms used are referred to as Incoterms (International Commercial Terms). They differ from the Uniform Commercial Code shipping terms, so you must be certain you understand what is involved.

Buyers are hesitant to pay for goods before they receive them, and shippers are hesitant to deliver title of goods before being paid. By using a network of banks, buyers and sellers exchange documents to convey ownership of goods (through bills of lading) and documents authorizing payment of the purchase price (letters of credit). Neither set of documents are released until all the documents are in place. This is done separate from the actual exchange of goods and payment, which allows each side to minimize its risks associated with making delivery and payment for goods.

■ **Currency rate risks:** Each side must determine who will bear the risk associated with fluctuation in currency rates when there is a lag between ordering and delivering goods. If you do not want to bear this risk, specify that the payment will be in U.S. dollars or work with a bank to hedge your risk.

When starting a new venture in a foreign country, consider whether the host country will permit you to take your profit out of that country. Also, the United States has tax treaties with several countries, which must be considered.

■ **Host country laws:** If you are doing business in a foreign country, consider how the laws of that country will affect you. Many countries grant a local distributor the exclusive right to sell a product, even if the distribution agreement says otherwise. They also may require you to pay a distributor upon the conclusion of the relationship, even if the agreement says otherwise. You may be required to register the agreement with the local government or obtain their approval.

Many countries will impose obligations upon the parties beyond those that are contained in the agreement. Examples include making a non-binding letter of intent binding and permitting one party to modify the terms of the agreement. Additionally, host countries will have labeling, marketing, advertising, consumer and employment laws that are different than those familiar to you.

Consider how you will protect your intellectual property, including patents, trademarks and copyrights. If you fail to secure these rights pursuant to the host country laws, you may have your intellectual property held hostage or stolen by someone in the host country.

Enforcing agreements abroad can be much more complicated than doing so domestically. A judgment rendered by a U.S. court may be disregarded by the host country and vice versa. Arbitration awards

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ADVISER

are much easier to enforce. Even with a well-devised dispute resolution provision, enforcement abroad can be very difficult.

■ **U.S. laws affecting international transactions:** The Foreign Corrupt Practices Act makes it illegal for any U.S. citizen to make a payment to a foreign official for the purpose of influencing the official in their capacity. Having good accounting controls will mitigate when violations occur. These penalties are very real and must be taken seriously.

The U.S. has adopted the U.N. Convention on Contracts for the International Sale of Goods, and it is a part of every agreement into which we enter. However, parties

can choose not to have it apply, merely by stating so.

■ **Managing the balance of risks and costs:** A good business model and well-written agreement will carefully address which of the foregoing risks you will absorb and those you will not absorb. You will need to determine which risks you will assume and which you will pay to have someone else absorb (either the other side or a third party).

In any event, the party who assumes the risk will most likely be compensated for doing so.

These are some of the risks to

manage in international transactions, but there is a price to be paid to do so.

You will need to be sure to factor these into your international transactions model. If you can successfully manage the risks and costs of international transactions, they can be profitable ventures and contribute to your overall business. ■

Mr. Leffler is a partner at Roetzel & Andress, whose practice is focused upon structuring, negotiating and documenting transactions, both domestic and international.

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Hilary Cavotta (left), and her mother, Monique Noonan, are wrapped up in the opening of Quilts & Sew Forth in Mentor. For a detailed look at their store, visit www.CrainsCleveland.com/quilts.

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Quilts & Sew Forth was launched in February by Monique Noonan and Hilary Cavotta. Previously, the mother-daughter pair operated the Quilts N' Sew Forth in Singapore. The store offers a variety of products, including gifts, fabrics and quilting supplies. Classes are available.

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Suite 112, Akron 44312
www.evolvecreativegroup.com

Todd Bertsch has launched a web site design and development firm, E-volve Creative Group LLC. The company will provide full-service web solutions, including web site design and development, search engine optimization, social media consulting and web and e-mail marketing strategies. In addition, E-volve offers usability consulting and home-page reviews.

330-620-6572

toddb@evolvecreativegroup.com

JAKES ON THE LAKE

32485 Lake Road,
Avon Lake 44012

Jim DePaul and Chris Haas have opened a pub and grill at the former Herb's on Lake location in Avon Lake. The restaurant specializes in American cuisine. The eatery is open Tuesday through Sunday for lunch and dinner, and offers breakfast on Sundays.

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Jobs: Position's duties must be clearly stated

continued from PAGE 13

to help people select themselves out of the process, the better."

Linda Glass, a talent strategist and executive coach based in Austin, Texas, who was previously the director of global talent strategies with Starbucks, said developing a solid strategy is critical to an effective candidate search and not casting the net so wide.

"Companies need to make sure the job description is specific and relevant," Ms. Glass said. "For example, do you need someone who has been there, done that because the rest of the people on the team are more green? Or can you accept somebody more green because you already have some seasoned people on your team that can develop that person?"

Every company also should have an applicant tracking system or an online way for candidates to submit their information, said Joseph P. Murphy, vice president of Shaker Consulting Group in Cleveland, the creator of the Virtual Job Tryout — an online experience that can simulate parts of a job.

Most online applicant systems are enabled with a screening function that is a tool for weeding through a virtual inbox full of résumés.

"You can ask a number of very structured questions that help you — at a mouse click — put candidates into a yes, maybe or no pile just like you would with résumés but without touching them," he said. For instance, if a company is looking for a driver, they might ask questions such as "Do you have 100,000 miles accident free?"

Rosemary Haefner, vice president of human resources for Career Builder.com, suggests companies pare down their help-wanted campaign to sources that historically have produced qualified candidates.

It's also an important time for companies to consider long-term plans and to not be afraid to hire differently than they have in the past.

"My first piece of advice is to not automatically dismiss those that are overqualified," B-W's Ms. Long said. "We have a tendency to do that in that our thought is, 'This isn't going to be a challenge,' and we're concerned from a pay perspective, but I think employers need to give those folks a chance. They may be surprised."

While companies have more options and more candidates available right now, they want to make sure it's a smart hire, Ms. Haefner said.

"Every hire is a big decision, and it costs you money," she said. "You want that person to stay, and you want the best talent to help you weather the storm."

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Guns: Some 'panic-buy' amid fear of firearm ban

continued from PAGE 1

"It makes it very hard to do business. Normally, we call a distributor and they ask what kind of guns we want. Now we just call and ask, 'What kind of guns do you have?'"

Mr. Styers estimated that Royal Ridge has seen a 200% sales increase in both guns and ammunition since last summer, but he said the high demand and unfilled orders have left roughly half the shop's cabinets bare.

FBI data from the National Instant Criminal Background Check System show Ohio in the first two months of 2009 saw a total of 72,532 firearm background checks, up 27% from the like period last year. While the figures reflect only background checks and not gun purchases, Frank Briganti, a researcher with the National Shooting Sports Foundation, said the checks remain a good indicator of sales. He said checks without follow-up purchases tend to be balanced out by consumers who buy multiple guns at once, requiring just a single check.

Several area proprietors said last fall's political season has helped spark the boom in sales.

"Last summer, I had AR-15s and everything in stock," said Rob Campbell, owner of Targeting in Nelson in Portage County. "As soon as it looked like one of the Democratic candidates was going to win (the presidency), all that stuff went away."

Fear that the administration of President Barack Obama and a Congress controlled by Democrats might ban or heavily tax some guns and ammunition has driven demand.

"When you talk about banning something ... people are going to go out and buy it in bulk."

— Steve Styers, Royal Ridge Shooters Supply & Gunsmithing

"Everybody's panic-buying," Royal Ridge's Mr. Styers noted. "When you talk about banning something, whether it's toilet paper or bullets, people are going to go out and buy it in bulk."

And it's not just the longtime customers and gun enthusiasts doing the buying: Personal and home protection seems to have become a bigger issue than ever. Mr. Campbell of Targeting said some elderly customers in particular fear people who are out of work and desperate might resort to robbery.

"I'm getting a lot of new customers," Mr. Campbell said. "Everybody has a different reason, but now they've decided that even though they may not have the money to buy a new car ... they want to buy a gun."

As a result, this traditionally slow period for gun dealers has been anything but, even in a tough economy. About the only exception is in people trading in their firearms.

"If times are tough and the economy is bad, usually firearms are one of the first things people get rid of" as a way to raise cash quickly, said Skip Vieth, an employee of NBC Guns and Gunsmithing in Eastlake. "That was true very early on, in late December and a little bit of January, but since then, everybody's hanging on (to their guns)." ■

Gambling: Forest City still could be landlord

continued from PAGE 1

conflict of interest created by his recent ascent as head of MTR Gaming, a public company that owns gambling and race track properties in Pennsylvania and West Virginia that would face fresh competition if Ohio voters OK'd casinos.

In October, Mr. Jacobs became chairman of MTR Gaming, which operates Mountaineer Casino, Race-track and Resort in Chester; Presque Isle Downs & Casino in Erie, Pa., a combination race track and slot machine casino; and Scioto Downs, a race track in Columbus. He and family trusts he controls became the major stockholders in MTR Gaming last year.

Mr. Jacobs also is president of Jacobs Investment Inc., a private company formerly based in Cleveland but now based in North Palm Beach, Fla., that owns and has invested in a variety of gambling businesses.

Jacobs Investments owns the Nautica entertainment complex on the West Bank of Cleveland's Flats. Nautica long has been considered a potential home for a Cleveland casino, and it has been leasing space to a succession of nonprofit groups that operate charity poker games, which are legal in Ohio.

Those competing involvements,

gaming industry sources say, hamstring Mr. Jacobs' ability to enter the fray in Ohio. If he got involved in a casino effort in Ohio, it would hurt MTR's racing businesses, one source said, "and he would fail in his fiduciary responsibility to MTR."

In other words, said another gaming industry lobbyist, the chairman of a gaming company could open himself up to lawsuits from his shareholders if he went into competition with the public company he oversees through a side business.

The sources are lobbyists for other casino operators who were reluctant to speak for attribution.

Tired of losing

For Forest City, backing away from gambling this time around is a corporate decision.

"We spent money on three of these (ballot initiatives in Ohio) and we just lost in Pennsylvania," said David LaRue, president and chief operating officer of Forest City's commercial group. "As a corporation, we've just decided gaming is not anything we want to own and invest in."

Forest City had hoped to put a \$500 million slots casino in its Station Square development in Pittsburgh after Pennsylvania approved gambling in 2004. But the

state gaming board selected another applicant after a protracted bidding and appeals process.

Although it's sitting on the sidelines for the latest push in Ohio by would-be casino operators, Forest City might be willing to be a casino landlord. Asked if Forest City would make land it owns around Tower City Center in downtown Cleveland available for a possible casino involving Cleveland Cavaliers owner Dan Gilbert, Mr. LaRue said Mr. Gilbert would need to answer that question.

The latest talk of casino gambling in Ohio began in January when two groups began talking as though they were ready to try again. Then last month, *The Plain Dealer* reported that an alliance of those gambling interests and Mr. Gilbert would team up to put on the November ballot a plan that would spot four full-service casinos across the state.

Gambling issues have failed four times in Ohio since 1990, in part due to competing interests of the businesses making the proposals.

By e-mail, Elizabeth Jones, a spokeswoman for Mr. Gilbert's Rock Ventures II, said, "Discussions regarding our potential involvement in this specific initiative are not at the stage where any decision(s) have been made." ■

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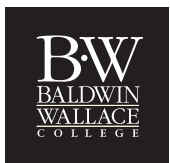
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1	Hyland Software Inc. 28500 Clemens Road, Westlake 44145 (440) 788-5000/www.onbase.com	742	650	101	Health care, education, government, financial services, insurance, manufacturing	OnBase, enterprise content management software suite	1991	A.J. Hyland president, CEO
2	Snap-on Business Solutions Inc. 3900 Kinross Lakes Parkway, Richfield 44286 (330) 659-1600/www.sbs.snapon.com	670	679	75	Electronic parts catalogs	Global EPC	1920	Mary Beth Siddons president
3	Micros-Retail (1) 30500 Bruce Industrial Pkwy., Cleveland 44139 (440) 498-4414/www.micros-retail.com	267	268	NA	Retail, including stores and direct commerce	Xstore Java POS, Store21 Specialty Retail POS, Tradewind Retail POS	1978	Chaz Napoli COO
4	Intuit Real Estate Solutions (1) 20800 Harvard Road, Cleveland 44122 (800) 321-8770/www.realestate.intuit.com	230	216	52	Business solutions for property management and corporate real estate	MRI Commercial, CRE Manager, MRI Residential, IMPACT, Access 24/7	1971	Jeffrey Thompson president
5	TMW Systems Inc. 21111 Chagrin Blvd., Beachwood 44122 (216) 831-6606/www.tmwsystems.com	186	187	51	Trucking and logistics	TMWSuite, TL2000, TruckMate, IDSC Netwise, IDSC ExpertFuel, TMT Fleet Maintenance	1983	David W. Wangler president, CEO
6	OEConnection 4205 Highlander Parkway, Richfield 44286 (330) 523-1800/www.oeconnection.com	167	167	40	Online parts and service exchange in the automotive original equipment parts business	D2DLink, D2D Plus, D2D Express, CollisionLink, LinkIQ, ServiceAdvantage, RepairLink	2000	Charles Rotuno president, CEO
7	The CSC Group 17999 Foltz Parkway, Strongsville 44149 (440) 546-4272/www.thescgroup.com	130	220	22	Business health care, clinical health care, manufacturing, finance, insurance, government	PAPERS, nPower, R4 Acert, Phoenix	1964	William F. Zimmerman chairman, CEO, interim CFO
8	Fit Technologies (1) 1375 Euclid Ave., Suite 500, Cleveland 44115 (216) 583-0733/www.fittechnologies.net	125	139	14	Education (K-12 and higher education), nonprofits, health care, law firms, accounting firms	Student Information System (SIS)	1999	Micki Tubbs president, CEO
9	SageQuest 31500 Bainbridge Road, Suite 1, Solon 44139 (888) 837-7243/www.sage-quest.com	99	99	NA	Provider of GPS fleet management solutions	Mobile Control	2003	Dennis Abrahams president, CEO
10	BrandMuscle Inc. 3750 Park East Drive, Beachwood 44122 (216) 464-4342/www.brandmuscle.com	91	70	NA	Marketing solutions	BrandBuilder, BrandPlanner, BrandWorkshop, BrandLibrary, Digital Asset Manager	2000	Philip Alexander CEO
11	Virtual Hold Technology LLC 137 Heritage Woods Drive, Akron 44321 (800) 854-1815/www.virtualhold.com	80	65	NA	Technology, software, telephony, virtual queuing	Virtual Hold Concierge, Rendezvous, WebConnect, Encore, Rapport, MobileConnect	1995	Mark Williams president
12	Foundation Software 150 Pearl Road, Brunswick 44212 (330) 220-8383/www.foundationsoft.com	66	65	13	Accounting software for construction	Foundation for Windows	1985	Fred Ode chairman, CEO
13	Noteworthy Medical Systems Inc. 6001 Landerhaven Drive, Unit D, Mayfield Heights 44124 (800) 224-9740/www.noteworthymedical.com	55	75	30	Health care technology	NetPracticePM, NetPracticeEHR, NetPracticeEHRweb, NetPracticeERX	1996	Lawrence Dolin chairman, CEO
14	Main Sequence Technologies Inc. 4420 Sherwin Road, Hamilton Hall, Willoughby 44094 (440) 946-5214/www.pcrecruiter.com	42	40	8	HR applicant tracking, recruiting, human capital management	PCRecruiter Web/Windows, PCRecruiter Resume Inhaler, PCRecruiter Interim, Mojo	1998	Martin H. Snyder, president William F. Kubicek IV, vp marketing
15	Tribute Inc. 1696-F Georgetown Road, Hudson 44236 (330) 656-3006/www.tribute.com	38	38	NA	Industrial distribution, fluid power, hose, seals, power transmission, automation and industrial controls	Tribute Software, TrulinX Software	1981	Timothy Reynolds president
15	Workflow.com 20006 Detroit Road, Suite 300, Rocky River 44116 (440) 827-2000/www.workflow.com	38	47	12	Medical records software	Workflow EHR, Workflow PM	2002	Packy Hyland CEO
17	Concurrent (2) 6001 Cochran Road, Suite 300, Solon 44139 (440) 498-8899/www.ccur.com	35	59	20	Broadband and cable data collection, reporting and analytics	DataSuite for VOD, DataSuite for HSD, DataSuite for CDN	1999	Craig Schwabl chief architect, strategic technology
17	IdeaStar Inc. 6161 Oak Tree Blvd. Suite 200, Cleveland 44131 (216) 674-1600/www.ideastar.com	35	35	NA	Insurance, manufacturing, events management, ticketing integration	Creatasphere (CMS), CorpMeetings, LeadRanger, PaxPort	1999	James D. Fisher president
17	Imaging Science and Service Inc. 95 Executive Parkway, Suite 500, Hudson 44236 (330) 342-7760/www.issimage.com	35	32	5	Sales and use tax exemption compliance software that provides complete management	TEAMS Express on Demand (SaaS), TEAMS Express Use Tax	1994	Philip C. Hodge CEO
17	Knotice 526 S. Main St., Suite 705, Akron 44311 (800) 801-4194/www.knotice.com	35	26	NA	Marketing	Concentri	2003	Brian Deagan CEO
21	Associated Software Consultants Inc. 7251 Engle Road, Suite 300, Middleburg Heights 44130 (440) 826-1010/www.asconline.com	32	34	7	Mortgage lending software solutions for the primary and secondary mortgage markets	PowerLender Loan Origination & Processing System, PowerSeller Secondary Marketing System	1978	Timothy W. Liston president
21	Data-Basics Inc. 9450 Midwest Ave., Cleveland 44125 (216) 663-5600/www.databasics.com	32	30	NA	Facilities and service management	SAM Pro Enterprise, TechAnywhere 3.0, Escalation Manager	1974	Arthur K. Divell CEO
23	IQS Inc. 25000 Country Club Blvd., #400, North Olmsted 44070 (440) 333-1344/www.iqs.com	30	25	10	Manufacturing, automotive, aerospace, medical device manufacturing	IQS	1988	Michael Rapaport president, CEO
23	Merge Healthcare 571 Boston Mills Road, Suite 500, Hudson 44236 (330) 655-3300/www.merge.com	30	29	17	Health care imaging and information technologies	Fusion RIS/PACS MX, Fusion RIS, Fusion PACS MX, Merge Mammo, Merge PET/CT, Fusion Billing	1987	Timothy Kulbago senior vp, product development
25	Bridgeline Software 2077 E. Fourth St., Cleveland 44115 (216) 575-1010/www.bridgelinesw.com	28	28	10	Banking, insurance, business services, biotech, manufacturing, health care, government	iAPPS Content Management and Analytics Software, PowerShop Ecommerce Software	2000	Tony Pietrocola ex. vp, general manager
25	PreEmptive Solutions LLC 767 Beta Drive, Suite A, Mayfield Village 44143 (216) 732-5895/www.preemptive.com	28	28	10	Software security, application analytics	Dotfuscator, DashO, Runtime Intelligence	1996	Gabriel Torok president
27	ID Networks Inc. 7720 Jefferson Road, Ashtabula 44004 (440) 992-0062/www.idnetworks.com	26	28	12	Software solutions for law enforcement agencies	DataNet, ImageNet, FingerRoll and CAD and Mobile Systems	1991	Douglas Blenman Sr. president
28	Edgerton Corp. 22560 Lunn Road, Strongsville 44149 (440) 268-0000/www.edgertoncorp.com	24	42	8	Business software solutions (ERP) for the equipment distribution industry	Irium Business System (Windows), Minitrac Application Suite, Sales Rep.'s Assistant	1987	Robert D. Walters, president Barry R. Zimmerman, exec. vp

Source: Information is supplied by the companies unless footnoted. Crain's Cleveland Business does not independently verify the information and there is no guarantee these listings are complete or accurate. We welcome all responses to our lists and will include omitted information or clarifications in coming issues. Individual lists and The Book of Lists are available to purchase at www.crainscleveland.com. (1) Employee number for 1-1-2008 has been corrected to reflect the number of full-time employees in our coverage area. (2) Formerly Everstream Inc.

RESEARCHED BY Deborah W. Hillyer and
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Glenwillow: 11 acres for sale, Cochran Rd, zoned commercial, total asking price \$385,000 - **W Farley Helms x 5222**

INDUSTRIAL

Macedonia: For sale or lease - 22,328 SF on 1.29 acres, divisible units, office/warehouse space, 5 docks, 3 drive-ins, 16' ceiling, 45 parking spaces, insulated - **Barry Holtzer x 5429**

Beachwood: Sublease 39,210 SF, 10,000 SF of offices, 2.25 acres, 1 drive-in, 2 docks, 100% HVAC - **Chris Hondlik x 5686**

Macedonia: 45,000 SF warehouse for lease (4,000 SF office), 18'-22' ceiling, 7 docks, 2 drive-ins - **Kevin Kuczynski x 5684**

Oakwood: 14,456 SF for sale (9,080 SF ind., 5,385 SF office), 1.2 acres, 2 drive-ins, 1 dock, 16'-17' ceilings, I-271/I-480 access, zoned commercial - **Brian Lenahan x 5380**

Valley View: 13,600 SF for sale, with 2 drive-ins, 1 dock and 2,057 SF of office, situated on 1.3 acres and includes outside fenced storage area. \$499,000 - **Daniel Schiau x 5338**

OFFICE

Middleburg Hts: 900-5,000 SF office suites for lease at Courtyard Office Park, \$13.50/SF, 24 hr access, I-71/Bagley Rd, near Hopkins Apt., hotels & restaurants - **Russell Rogers x 5267**

Solon: 10,560 SF bldg for sale, 2 stories, improvements to roof, HVAC & restrooms, great owner/user opportunity, access to US-422 & downtown Solon - **Bennett Morrison x 5097**

Beachwood: 20,695 SF for sublease (18,695 SF office, 2,000 SF warehouse), 1 dock, 9'-12' ceilings, 1.76 acres, furniture available, 2005 renovation, near I-271/Chagrin - **Kevin Riley x 5294**

Richfield: 82,218 SF bldg for sale, Class A space, 8.23 acres, 3 floors, garage/surface parking, cafeteria/dining room, at I-77/I-271, built in 1996 as company HQ - **Geoff Coyle x 5286**

Cleveland: 3,450 SF for lease, New Green Building/Gold Leed Certification, near Hopkins Apt., - **Mike Occhionero x 5291**

Independence: 41,442 SF corporate HQ building for sale/lease for motivated owner, near I-77/I-480 - **Warren Morris x 5269**

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UNIQUE MFG/R&D/OFFICE CONVERSION - Chardon - 16,000 sf building on 5 acres - premier setting - mins. from square - unique lease/purchase opportunity - **Rico Pietro** or **Simon Caplan, SIOR**

FOR SALE - Cleveland west - 8,694 sf on .53 acres - 2 docks - 1 drive-in - **Fred Christie, SIOR**

AIRPORT AREA - 7,000 sf of office immediately available - divisible - warehousing and procurement services on site - **Joe Barna, SIOR** or **George Pofok, CCIM**

STRONGSVILLE CONDO FOR SALE - recent price reduction - 2,205 sf warehouse with 400 sf office - 1 drive-in door - 14' clear - tax abatement in place - **Pamela Bertovich**

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WESTLAKE OFFICE BUILDING FOR SALE - investor/user opportunity - attractive medical/general office - 9,436 sf - convenient to I-90 - **John Glasstetter, SIOR**

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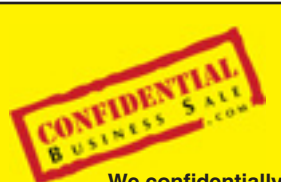
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Key: Bank's branch improvements customer-focused

continued from PAGE 3

cycle," Ms. Mooney said. "I believe it says we're safe, strong and investing in our business."

Ms. Mooney said Key would not disclose how much money it's spending on the renovations and expansions, and would not provide estimates of the costs to improve or build an individual branch.

Sticking close to its branch investment plan in good times and in bad makes sense for the bank, said Gerard Cassidy, managing director for bank equity research for RBC Capital Markets in Maine. He emphasized the importance of a high-quality retail network in banking.

Still, Mr. Cassidy said, all banks should be more concerned with their

capital levels and number of bad loans than anything else.

"I think they're doing a good job of attacking their problems," he said. "Building a branch is important, but it isn't the be-all, end-all."

KeyBank's Cleveland district president Lisa Oliver and Tom Tulodzieski, president of its Eastern Ohio district, said customers coming to the new branches often are new to Key. Two such branches, in Solon and Jackson Township, are the best performers the bank has ever opened.

In Northeast Ohio, the strategy is to build branches in places where the region's population is, Ms. Oliver said. Improvements include the addition of drive-through teller windows and a new teller system that allows

for electronic check handling.

The changes give employees a morale lift, Ms. Oliver said, as they see the bank investing in the company. She said the new and the improved branches also give Key the chance to focus competitively on a market that has been shaken up since the No. 1 bank in the region, National City, was bought by PNC Financial Services Group Inc. of Pittsburgh late last year.

Mr. Tulodzieski said besides providing greater access to the bank's branches, the investments show Key's commitment to the community banking concept.

"Paramount to the community bank is the branch network," he said. "I haven't noticed a lot of other banks building a lot of branches." ■

Third: Officials solicit help to stir support

continued from PAGE 1

budget cuts caused Third Frontier officials to consider asking for bond money sooner than they otherwise would have.

The Third Frontier Project, created in 2002 by former Gov. Bob Taft, originally was intended to provide \$1.6 billion over 10 years for technology-focused research and product development in an effort to stimulate Ohio's economy. The program has received bipartisan support.

Gov. Strickland, a Democrat, has said he wants to extend the program.

Third Frontier officials plan to gen-

erate more support for the program before asking voters for more money. They've asked some organizations, including the six groups that distribute money through the Third Frontier's Entrepreneurial Signature Program, to begin rallying support for a bond issue as soon as plans for one are finalized.

Among the six groups is NorTech, which promotes economic development in Northeast Ohio through technology.

NorTech president Dorothy Baunach said Third Frontier officials during a two-day retreat two

weeks ago asked attendees to prepare for the possibility that a bond issue would go on the ballot in either November 2009 or May 2010. Though the state never pinpointed a date, Ms. Baunach said she expects it to be on the ballot during one of those two months.

"I think they're leaning that way," she said.

CincyTech USA, another of the groups that distribute Third Frontier money through the Entrepreneurial Signature Program, also expects a Third Frontier bond issue to be on the ballot in one of those two months, said CincyTech president Bob Coy Jr.

"We're just assuming that it's going to be," Mr. Coy said. ■

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THE WEEK

MARCH 2 — 8

To keep up with local business news as it happens, visit www.CrainsCleveland.com.

The big story: PNC Financial Services Group Inc., the Pittsburgh company that owns National City Corp., is slashing its quarterly dividend by 85%, a move that will save \$1 billion annually. Directors of PNC will reduce the payout to 10 cents a share from the current 66 cents. CEO James E. Rohr said "extreme market deterioration and the changing regulatory environment" drove what he called "this difficult but prudent decision."

Cut, cut, cut: Timken Co. said it will eliminate up to 400 salaried jobs this year as it continues to cut employee levels and operating hours to reduce costs. The actions "align our organization for effectiveness and to right-size our cost structure," said president and CEO James W. Griffith. The maker of roller bearings and steel has targeted pre-tax savings of \$30 million to \$40 million in annual selling and administrative costs.

And cut some more: FirstEnergy Corp. will cut 335 management and support staff positions as part of what the Akron-based electric utility called "a larger effort to enhance efficiencies in response to the global economic downturn." The reduction represents about 4% of the company's nonunion work force. As a result of the reorganization, FirstEnergy expects to take a one-time, after-tax charge of \$16 million for severance-related benefits. Ongoing expenses are expected to be reduced by about \$37 million annually.

Partnership shift: University Hospitals and the Sisters of Charity Health System signed a letter of intent that changes the ownership of two hospitals and includes a \$130 million investment in St. John West Shore and St. Vincent Charity hospitals. The Sisters will fully own St. Vincent Charity in Cleveland and Mercy Medical Center in Canton. Since 1999, the two health systems have jointly owned those two hospitals, as well as St. John West Shore in Westlake. The joint venture will continue for St. John West Shore, which will be managed by UH.

Loss of a leader: Fred Krum, who for nearly 28 years was director of Akron-Canton Airport, died after succumbing to a two-year battle with brain cancer. Mr. Krum, 57, retired from Akron-Canton last October after a 33-year career at the airport. He took a leave of absence from the airport in the spring of 2007 after he underwent surgery to remove a brain tumor.

This and that: Parker Hannifin Corp., a maker of motion and control systems, confirmed it has reduced executive salaries by 10%, and some executives' total compensation could be down by as much as 60% this year. ... The Fund for Our Economic Future approved two grants totaling \$2.7 million. JumpStart Inc., a regional entrepreneurship assistance organization, will receive \$1.7 million, while the Minority Business Accelerator 2.5+ will receive \$1 million.

REPORTERS' NOTEBOOK

BEHIND THE NEWS WITH CRAIN'S WRITERS

Jobs slipping away at Penton

Changes within New York-based Penton Media have led to job cuts in its Cleveland offices, though the producer of business-to-business publications and trade shows won't say how many, calling the corporate reorganization a work in progress that should be finished by the end of the month.

"With this restructuring, there are eliminations of positions, changing of positions and things of that nature," Penton spokeswoman Bethany Weaver said. "I can't confirm, at least for the time being, how many positions that is."

In mid-January, Penton CEO Sharon Rowlands said the company would realign itself into five groups and 13 segments within those groups.

Each segment will be responsible for all the Penton products — web sites, magazines, events, directories and data products — related to that segment.

"We're shooting for the end of the first quarter, March 31, to have all the changes completed," Ms. Weaver said.

In 2006, when New York's Prism Business Media agreed to buy Penton, the latter's headquarters at 1300 E. Ninth St. in downtown Cleveland housed more than 300 Penton employees. — *John Booth*

Misery may love company, but not at KeyBank

Buying billboards in front of every KeyBank in the region is more than the



Teamsters could afford. So, the big union decided to move a labor dispute with a Washington trucking company to Cleveland's buses.

The buses circle town and increase the chance that a Key customer will be exposed to their message, said Andy Banks, deputy director of the Teamsters' office of strategic research and campaigns.

Visitors to the advertised site, keybankfundsmisery.com, will see photographs of children with dirt smeared on their faces and will be told that Key is "heartless."

The photographs represent Key's "dirty business," Mr. Banks said. The children pictured are the kids of union members involved in a dispute with Oak Harbor Freight Lines, which Key finances.

Mr. Banks said Key could end the impasse quickly by no longer permitting Oak Harbor access to its line of credit, but Key spokeswoman Lynne Woodman said the bank has no plans to take that step.

"This is someone else's dispute," she said. "They're trying to pull us into it. We have no dispute with either one of them."

Mr. Banks said Key has a "social responsibility" to the organization.

"They could be a hero," he said. — *Arielle Kass*

Drawn together for a common good

The Cleveland manufacturing advocacy groups Magnet and Wire-Net got plenty of ideas from local companies on how to boost the local economy for manufacturers when more than 150 companies participated in the groups' joint meeting Feb. 28 and March 1.

Most participants gave up all of a Friday and half a Saturday to work in interactive groups to identify the challenges the sector should address going forward. By the time the meeting ended, nine initiatives had been identified. They ranged from finding ways for manufacturers to collaborate, develop new markets and pool their buying power, to identifying what government can do to work with employers to develop new industry clusters.

Wire-Net and Magnet, also known as the Manufacturing Advocacy and Growth Network, often have been seen as competitors but began collaborating with the summit.

Going forward, Wire-Net's board will review the ideas to come from the summit and use them to set the strategic direction for the organization for the next two years, said executive director John Colm. — *Dan Shingler*

WHAT'S NEW

COMPANY: Goodyear Tire & Rubber Co., Akron

PRODUCT: Wrangler MT/R with Kevlar



The tiremaker bills the Wrangler MT/R as its first off-road tire built with DuPont's Kevlar material for enhanced safety and durability.

Goodyear says the use of Kevlar "brings superb sidewall cut- and puncture-resistance to an area of the tire that demands extra toughness when driving off-road."

The Kevlar-reinforced sidewalls in the new tire help increase sidewall puncture resistance by 35% compared with the original Wrangler MT/R, Goodyear says. The new tire is offered in 30 sizes, fitting vehicles such as 1/2-, 3/4- and 1-ton pickups, the Hummer H2 and H3, Jeep Wrangler, Nissan Xterra and Toyota FJ Cruiser.

Information's at www.goodyear tires.com.

CHOICE BITS

Excerpts from recent Editor's Choice blog entries on CrainsCleveland.com.

Now this is a true growth industry

One in 31. And in Ohio, 1 in 25.

Those are the ratios of Americans and Ohioans who are in prison, on parole or probation, according to a new Pew Center on the States study released last week.

The states spent \$47 billion in 2008 on various forms of punishment — remember the pre-bailout days when \$47 billion sounded like a lot of money? — and the number is growing. *The New York Times* observed that criminal correctional spending "is outpacing budget growth in education, transportation and public assistance."

Pew said Ohio spent nearly \$1.8 billion on corrections last year. Historical data about people under what Pew calls "correctional control" are striking.



While 1 in 25 Ohioans fit that category in 2008, the ratio in 1982 was 1 in 116.

Winds of change may favor Eaton

Eaton Corp. was included on a March 2 *Barron's* "green dream team" of five bargain stocks that "have the products, technologies and, not least, the financial strength to deliver for investors."

The Cleveland-based manufacturer and four other companies on the list "probably aren't the first names that come to mind when you think 'green,'" *Barron's* said, but they have diversified sufficiently to take advantage of increased government financing related to the solar, wind and ethanol industries.

The paper noted that Eaton makes energy-efficient power-management systems that help reduce fossil-fuel use.

"Some are concerned its earnings expectations are overly optimistic, but Morningstar's John Kearney says (Eaton's) aggressive acquisition strategy (funded by a healthy \$15B+ in annual sales) has diversified the revenue stream," *Barron's* reported.

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