



BUSINESS

SUCCESS IN BUSINESS

The establishment of a Strategic Framework process which encourages participation from all 15,000 employees and provides a clear articulation of company values is propelling a major pharmaceutical company towards its goal of being an industry leader by the turn of the century.

Sterling Drug Inc.'s Strategic Framework emphasizes that the company is a worldwide team committed to creating distinctive solutions for the needs of mankind in pharmaceutical and consumer health products. It measures its success by the achievement of market leadership, superior financial returns and an environment of trust and personal growth.

Already, Sterling Drug Inc., produces Omnipaque, a leading nonionic imaging agent used in X-rays and CAT scans. It also makes medicines used for heart patients and for the relief of pain, and a number of leading non-prescription medicines, such as Bayer aspirin, Panadol, Midol, Stri-Dex skin care products, Campho-Phenique topical antiseptics and Neo-Synephrine nasal decongestant. Sterling products are manufactured in more than 30 countries and marketed in more than 100.

Sterling, acquired by Eastman Kodak Company in 1988, complements its parent company's strength in chemistry, developed through more than 75 years of industrial research. Kodak provided an experienced, disciplined research capability and a strong chemical background. Sterling provided a worldwide development, registration, marketing and distribution network. Sterling also brought with it a strong non-prescription business

with excellent growth potential.

Sterling's goal is to rank among the top 20 pharmaceutical companies worldwide by the year 2000. To that end, it's developing a full pipeline of important prescription drugs and a world-class portfolio of non-prescription medications. Research efforts are now focused in five key areas: diagnostic imaging, cardiovascular medicine, oncology, viral diseases and disorders of the central nervous system.

BUSINESS PROFILE

People of Every Stripe

Edward Cooper & Barbara McIntire

BY CYNTHIA BROWN

When their construction business failed a few years ago, Barbara McIntire and Edward Cooper weren't sure what they wanted to try next. Their inspiration came July 1, 1989 at a neighborhood event, the West Irvington Parade and Festival. Both Barbara and Edward, an interracial couple, were committed to confronting prejudice and working to dispel racist ideas and, for the 1989 festival, Barbara had designed a T-shirt celebrating interracialism. The 200 T-shirts they had printed up sold out immediately. "We could have sold 10 times as many," said Edward. "Then we started figuring out how we could sell more. We realized we could sell them around the United States, not just Portland." They eventually got the idea of starting a mail order business and developing a catalog.

The business (People of Every Stripe) and catalog represent a long evolutionary process which combines their personal philosophy with a money-making endeavor. Barbara had worked for years conducting unlearning racism workshops to teachers and school children and she started the International Family Network of Portland and Vancouver, a support group that meets regularly and gets together for picnics, workshops, rafting trips, etc. She also produces a monthly newsletter for the organization. "The philosophy was in our hearts long before we turned it into a business," said Edward. "The merchandising really came along to support the philosophy."

The catalog (now in its second edition) features dolls with a choice of 11 fabric/skin colors. "When my wife did workshops for Kindergartners and preschoolers, she would bring in a dozen eggs, one white and the rest of all different shades of brown," Barbara used them to make the point that no one's skin was the color of a white egg shell, but everyone was different in shades of brown. The dolls are an important item for children of interracial parents. "Kids want

to have a doll that looks like they do," said Edward.

The doll selections includes dolls with dark skin and blonde hair, some have oriental features, and some are balding with a gray fringe of hair.

This year's expanded catalog also sells a clothing line for children and adult pillows, artwork and books. All the dolls are made locally and the clothing is silkscreened by a local business.

Edward and Barbara are committed to living and working in northeast Portland. However, Edward is concerned with the general perception of the area. "If somebody gets shot in northeast, it's automatically on the front page of the newspaper. But if you thumb through it, you see somebody else was knifed in Troutdale or shot in Tualatin, but it's buried in the back pages," he said. "And on TV, when they talk about crime on the news, say bank robberies, the file footage always shows black people. The negative perception is promoted by the media."

Edward is a strong believer in blacks supporting black businesses. "Every black person should bank at American State Bank," he stated. "I don't own any stock; I'm not on the board of directors. And I think it's curious that the PUSH people who are here from Chicago—where is their checking account, if they have one in Portland? I know where they don't have it. Not as ASB."

Edward Cooper and Barbara McIntire, as they state in their catalog, hope that, "our merchandise provides things that are a source of cultural and racial pride for every person on earth, not just for the sake of price but also to share with others whose background is different so that we know a lot about each other so that 'other' people aren't scary to us."

For information on how to receive a People of Every Stripe catalog or information on the International Family Network, write to PO Box 12505, Portland, OR 97212.

BY PROFESSOR MCKINLEY BURT

When a black business fails, the situation is not like a certain solemn occasion in the great hall of "Lloyds of London", no grave and austere official bangs his gavel to bring all activities to a halt as the traditional ringing of an ancient ship's bell precedes the announcement that a vessel has been lost at sea. Business gone-gone business. Another statistic.

Let us get on with our analysis. When I described the operation of the "black lumber broker: last week, I should have connected this success with the advice I gave to my minority business students at Portland State University: "Expand your horizons—join the campus business clubs—engage in extra-curricular activities, associate with students of other ethnic groups when possible or comfortable. Generally, they have superior information sources—exploit those contacts. This 'networking' is the American way, whatever your opinion of the matter."

In the particular case, this black lumber broker had established a friendship with a white teammate on the Stanford basketball squad. They frequently exchanged visits at their respective homes. When they graduated with business degrees, the white father, a wealthy lumberman, decided he would set them 'both' up in business. After an on-the-job learning period in San Francisco the black young man was financed in purchasing an available Portland opportunity in specialized "Redwood" market.

Sweeping Interest

In New Sweepstakes

Anyone who loves a good contest should get a scent of this one early. Literally.

The contest is called "Escape To Aspen Sweepstakes." The grand prize is a 4x4 Chevy S-10 Blazer and the three first prizes are all-expense-paid trips for two to Aspen, the historic and famous ski town. In addition, 50 Murray 15-speed Mountain Bikes will be awarded to second prize winners.

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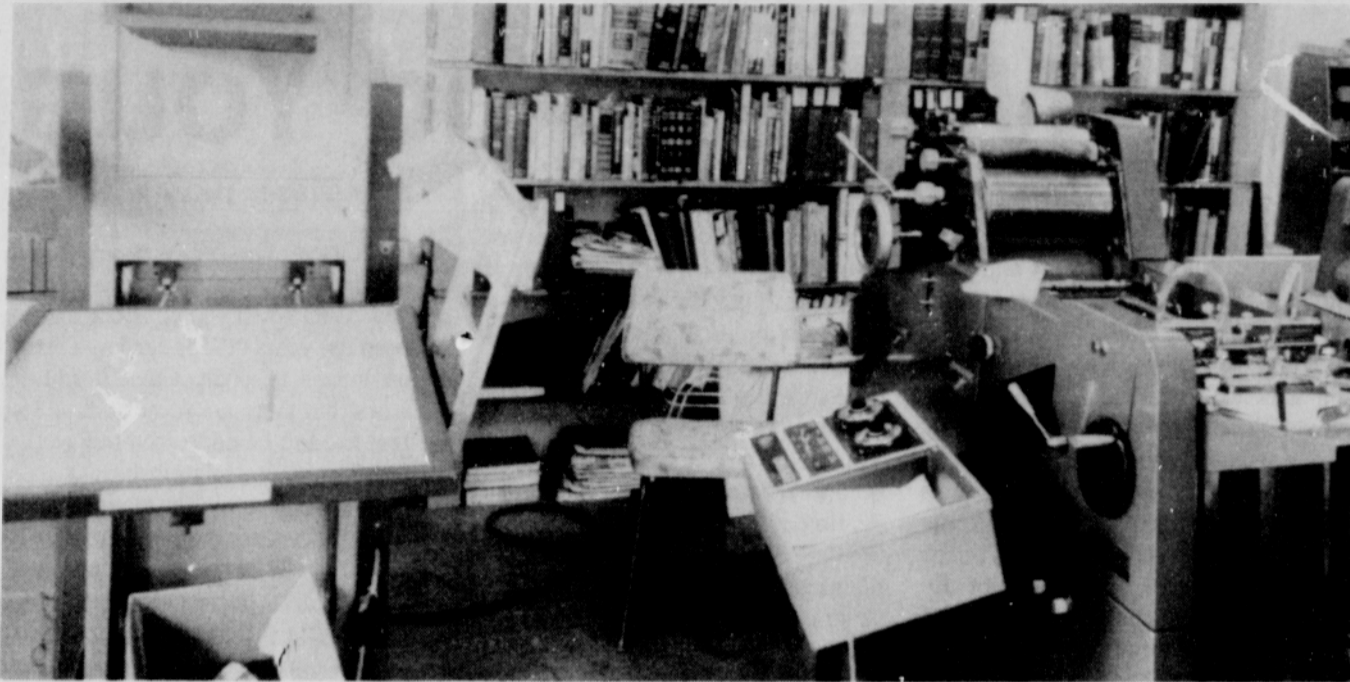
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Whatever happened To Minority Business Part 3



Part of equipment complement at McKinley Burt Associates in 1969. Perfectly suited for the lucrative alternative phase projected: "Kwik Kopy Print Shop"(C) 1969, McKinley Burt.

An everyday occurrence in the nation's business world—except for the 'color scheme'.

Now, when we posed the question, "Is your Government User Friendly?" (title of the October 17 article), we could have told you this: A LOT DEPENDS ON YOU! Consider the scenario as you are directed (encouraged) to interface with any or all of a host of governmental institutions, all with the advertised goal of bringing minorities and women into the economic mainstream of America. Where to embark? Small Business Administration-Business Incubator-Minority Set Asides-Lease Guarantees-

Specific programs of various Public Agencies or Large Corporations?

There are, of course, many advisors and consultants around, some independent, but most employed or contracted by the agencies named above. You must understand, however, that few if any of these persons have had 'real-time' successful business experience—meeting payrolls, marketing a product, or making a profit (if so, they would still be in business!). Most have simply met the required employment criteria of a civil service exam written by a 'non-business person' or have demonstrated an ability to 'successfully relate' in some social/

community service area. A year or two of college business courses is quite acceptable, as is knowing someone already on board.

These points should prompt a consideration that 'you' may be in mind rather than the system, when the judgment is pronounced, "Designed To Fail." The more preliminary research and investigation performed, the better and more detailed information and advice you will receive when first entering the system. Usually your initial contact will quickly refer you to someone more knowledgeable when realizing that he is inadequate to the occasion. This is not always

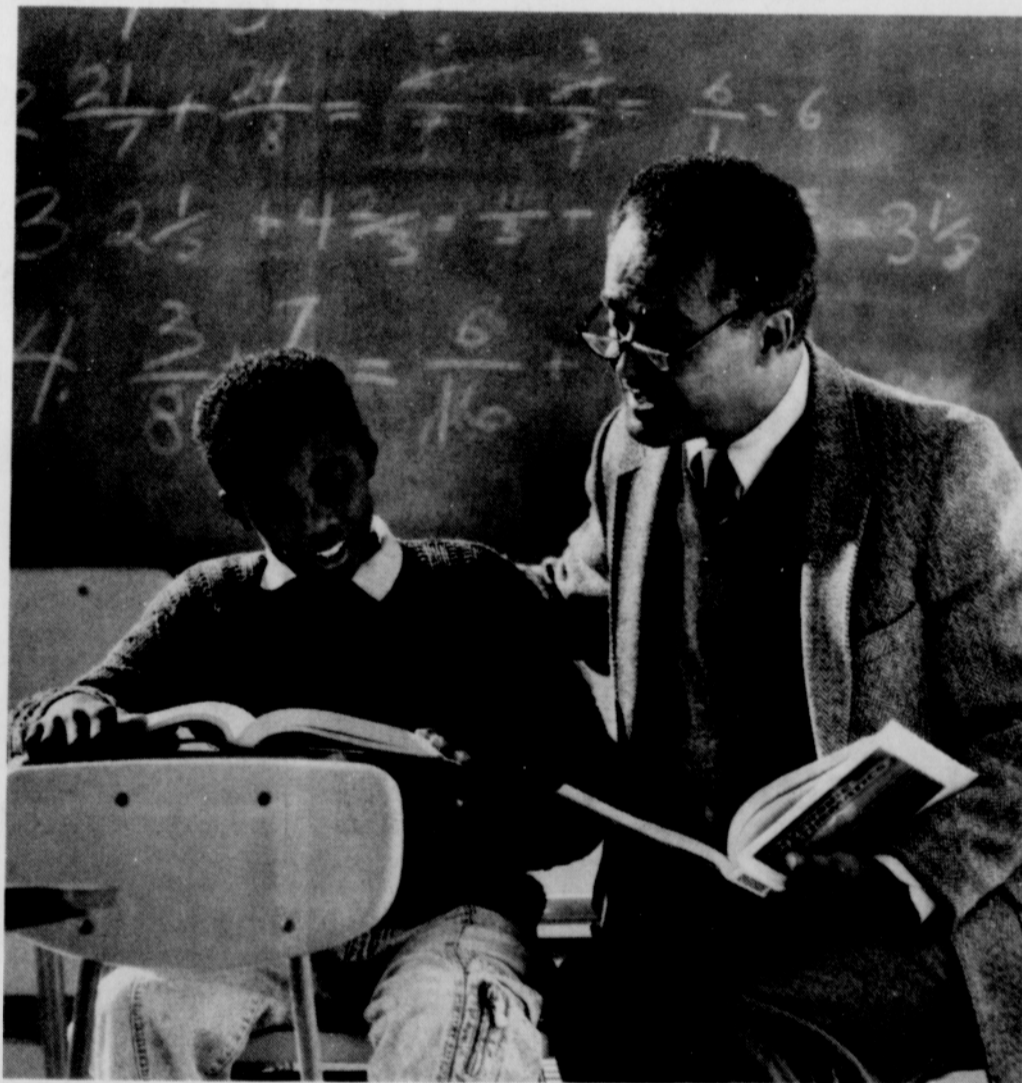
the case and often one loses a great deal of valuable time in such a situation. It is best to allow a good measure of 'lead time' in all phases of your project.

You may think it of little consequence that you have neither the required capital or experience prerequisite to success in the particular business enterprise—"After all they know I'm a minority, and if I had all that 'good stuff' I wouldn't need them anyway." You would be surprised at how many enter the system with this attitude; I encountered dozens of them in the business classes I taught. Another consideration is that while it is pretty certain that the government will hold you to your contractual obligations to perform in a certain manner—it is not at all certain that they will do likewise.

I encountered this situation in my Education Venture in 1969. Given that I furnished well over half of the initial capital and resources for the business—and that in the projected operation there was allowance for a switch of portions of a \$25,000 S.B.A. loan to finance a second income-producing phase should the original plan encounter sales resistance—the government officer assigned to the project absolutely refused to consider this option until much too late (see photo and caption).

Ever try to force the government to do anything? Ever try to force them to live up to a contract? Better have a senator or two squarely behind you unless, of course, you can afford the high-priced attorneys needed. More next week (Also see "Perspectives")

DRIVE RECOGNIZES NO LIMITS TO LEARNING.



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At RJR Nabisco, we share that drive for educational opportunity. So that every African-American son and daughter can achieve the potential within them.

RJR Nabisco: Committed to Education

- A century of support for minority education—including millions of dollars nationally for scholarships, faculty and facilities—from Richard J. Reynolds' personal gift in 1891 to help establish historically-Black Winston-Salem State University to the company's \$4-million grant to WSSU this year
- A major contributor to the United Negro College Fund since it was created in 1944, and a founding member of its "Million Dollar Roundtable"
- Dedicated to improving K-12 public education by funding innovative programs through our \$30-million Next Century School Fund, which this year awarded many of its first 15 grants to schools with predominately minority student bodies

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