

Berry Tractor HISTORY by Fred Berry, Jr.

Fred and Paul Berry purchase the Sam H. Denney Road Machinery Co.

Sam Denney died in November, 1956, and left his construction equipment business in the hands of the Trust Department of the First National Bank of Wichita. The bank had failed to find a buyer when International Harvester, Denney's primary supplier, brought the young Berrys to Wichita to see if there was an opportunity for them.



FRED BERRY

The brothers had been in the farm equipment business with their father and uncle since returning from Korean War service in 1954. They were the distributor for the Ferguson tractor for most of Illinois and Missouri, operating out of St. Louis. Ferguson had merged with Massey-Harris, however, and in early 1957 the merged company eliminated the separate Ferguson brand, and its independently owned distributors. The 30-year old Berry Tractor & Equipment Co. was one whose franchise was cancelled.

The Denney and Berry histories were surprisingly similar. Sam Denney had been a salesman for the Adams Grader Co. from 1914, calling on county highway departments in Kansas, traveling by rail. In 1927, after the grader had become self-propelled with an engine, servicing dealers were needed and Denney became the dealer for most of Kansas. In 1933 he added International Harvester's new line of crawler tractors. The business operated out of a multi-story building on



Sam Denney building 1940-55

Wichita Street, where Century II now stands. It was known as "tractor row." Any farmer who bought a tractor as a result of seeing this first one earned Fred \$25. It was known as a "bird dog" fee, and that was real money in 1915. (Grandfather Penning also had one of the first cars in the county and Fred operated that, too. When he was drafted for World War I in 1917, the Army saw him as an equipment expert! He became the driver for the base commander at Kelly Air Field in San Antonio. He could keep the General's old car running!)

Fred and his brother, Art, became the Fordson farm tractor distributor in St. Louis in 1928. Henry Ford had built the Fordson, the first "modern" tractor, in 1915. True to Ford's style it had not been changed or improved. Sales had plummeted after the introduction of the new Farmall by International Harvester in 1924. Ford decided in 1927, precipitously, again in his style, to just stop manufacturing the Fordson and told his staff to close the regional equipment and parts warehouses. The reaction from Ford car and tractor dealers, and Fordson owners, was one of disbelief. Cooler heads prevailed and Ford agreed to import English built Fordsons from England and find independent distributors to sell and support them. They found the Berrys for the St. Louis territory. Art Berry, in nearby

Wichita Street, where Century II now stands. It was known as "tractor row."

Fred Berry, Sr. had operated the first farm tractor in Madison County, IL, a Waterloo Boy purchased by his grandfather. When the tractor was unloaded off the railroad flatcar, they found an "agent agreement" in the packet with the instructions.

Wood River, Illinois, was one of the best retail Fordson salesmen in the area and his older brother, Fred, was working in the local bank. The family came up with enough capital and the brothers established the Berry Tractor & Equipment Co. in 1928.



Berry Tractor - St. Louis 1956

Neither Denney nor the Berry's had any idea that the stock market crash of October, 1929, was to lead to the great depression and the "dust bowl" thirties, but both companies survived. (The records show that Berry Tractor had 50% of the net worth in 1939 that it started with in 1928.) Henry Ford finally gave up on the Fordson in 1939, which was still the 1915 design, and started building the totally new Ford-Ferguson. Harry Ferguson, an English inventor, had developed the three-point linkage system, and sold Henry Ford on the concept. That tractor revolutionized the industry and became the standard design following World War II.

Denney's death and the Massey-Ferguson merger brought the two family business histories together in Wichita on June 1, 1957.

Fred Berry, Sr., retired to full-time farming, on the farm near Wood River, 25 miles from St. Louis, where he was born, and where his sons had grown up. Art Berry began selling Cessna airplanes, having first soloed in 1927. Fred's sons, however, wanted to be in business for themselves, and dad said he would back them. They wanted a business where customer relationships were important and honored. They wanted to make a Christian statement in the marketplace. Given their limited experience they wanted to stay in the equipment distribution business if possible. They could see a better opportunity in construction equipment than farm, and when they found no opportunities in St. Louis, they accepted the I-H Construction Equipment Division invitation to look at Wichita.



Fred Berry, Sr., and Ferguson tractor 1948

The boys knew a little about Wichita. Young Fred's first visit had been in August, 1946, when as a new pilot with a three-day old license, he was sent to pick up a new Cessna 120 trainer. (The liability insurance industry did not realize what a rich future was ahead of it!) Both boys had attended sales meetings at Davis Manufacturing, a Wichita company making hydraulic back-hoe attachments for Ferguson-type tractors.

Sam Denney left no heirs, nor a succession plan, so the bank had stepped in to a challenging situation. They had had no offers when the Berrys came to look in April, 1957, and were desperate to find a buyer and protect Mrs. Denney. After

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six-weeks of personal "due diligence" by the brothers and their office manager in St. Louis, Herb Weismiller, they completed the purchase on June 1. The company was renamed Berry Tractor & Equipment Co., in honor of Fred Berry, Sr. Fred, Jr. had just turned 29 and Paul was 27. They told the employees to think of them as a 56 year-old team!



International Harvester TD20E Dozer

Their first challenge was to downsize the business to fit the current level of sales. There were 50 employees, and the business plan allowed for 40! The employees were understanding, however, having been faced with a total liquidation and no jobs at all. The Berrys were candid about the challenge and told the employees that when it had been decided who would be affected six-weeks notice would be given. A few moved on voluntarily, and as far as was known all landed on their feet. The office manager joined the Wichita State Bank, of which Paul Berry became a director a few years later. A promising young salesman, Duane Hurtig,



Duane Hurtig 1976

was the son of one of the service managers. His father was one who had to go, but he moved to Cheyenne, WY with the I-H dealer there and enjoyed his hunting and fishing even more than in Kansas! Duane completed a life-time career with the company in 1994. The surviving service manager, Ves Cox, completed his career with the company in 1985. Both still attend company Christmas parties.



Ves Cox 1957

This brings the story to Herb Weismiller. Herb had been with the "elder Berry" since 1940, except for the war years, and agreed to move to Kansas with the "boys." He replaced three Denney employees and as Controller, Treasurer and Credit Manager, helped create the "tight ship" culture that has never changed. As a south St. Louis German, he was sometimes known by the sales department as the "wedge headed Dutchman." The Berrys and the bank loved him! He will return from Florida, where he retired in 1982, to attend the 50th Anniversary celebrations.



Herb Weismiller 1957

Herb enticed a young parts clerk in the St. Louis company to follow him to Wichita. Gene Bosken had started with Fred, Sr. in 1950. After "formal" retirement in 1998, Gene continued to assist the company with acquisitions and expansions. He is still doing so at age 77, after 57 years in the business. As Fred says, "Gene has been with me longer than I have!"

The Berry Tractor story would not be complete without talking about the loyal bank relationships the company has enjoyed from the beginning. In fact good bank relations had started with Fred, Sr. in St. Louis. CE distributors are famous for large inventories and the resulting debt. But it was a bit difficult to convince the banks that "used iron," as it was known, was good collateral. A repossessed car, or even a house, they could understand, but an old bull-dozer that might not run was another matter. As early loan officer and friend, Earl Leshner, once said, "Fred, that is a goat of another odor!" Fred had enjoyed a course in business school with the subtitle of "the care and feeding of bankers," and Herb was a master of conservative accounting, so on January 18, 1958, a loan agreement was signed with the Fourth National Bank and Trust Co.



Gene Bosken 1962

Banking legend Arthur Kincaid was the bank's Chairman and President, Dwight Button, to become a legend, was Executive Vice-President, and colorful Earl Leshner was the senior loan officer. Future legend, Jordan Haines, joined the bank a few years later and played a key role in the Berry story. Fred Berry became a director of the bank in the 1970s, and was on the board when the bank was sold in 1996, eventually to become Bank of America. The relationship continues. Since the business always has inventory and needs credit the year around, it has never been "out of the bank" as they say. Fred says that in one sense the company still owes that first dollar! A national industrial finance company, CIT, became a part of the financial partnership in the '70s, and in 2006 Commerce Bank became involved.

Two other important professional relationships were established in 1957. Chuck Davis, of Davis Manufacturing, had introduced the brothers to George Powers, the senior partner of Davis' law firm, Foulston & Seifkin. Paul Berry's father-in-law, with the IRS in St. Louis, had recommended Ivan West, of what was then Moberly, West, Jennings and Shaul, as an auditor. He said Ivan beat them fair and square more often than anyone else! Both relationships continue, with the auditing firm now known as Allen, Gibbs and Houlik. Don Cordes joined the law firm in 1959 and played an important role in corporate affairs and family estate planning for 20 years. He continues as a stockholder.

The Denney company had two new, very small, branches, in Garden City and Russell. The Berrys determined it was important to be in those markets but larger facilities were badly needed. The company was able to lease better buildings in 1958, since it was not yet capable of owning any other than the headquarters building in Wichita. Owing the company's facilities was the goal, however, and there were eventually twenty-one in Berry Companies.



International Hough H50 Payloader

It soon became apparent, however, that Harvester was not the force in the construction market that it was in farm equipment and motor trucks. More emphasis had to be given other products, particularly motor graders. Kansas is a huge grader market, having the second highest mileage of “unpaved but maintained” roads in the country. Berry Tractor became the largest Galion motor grader dealer in the country. Kansas was never a very large bulldozer market, however, with little land left to clear and virtually no mining. The Kansas Turnpike was a huge dirt job, but had been completed in 1956. The Interstate



Galion T500C Motor Grader

Highway System did not get started until a few years later. Hough Payloaders, the first four-wheel drive front-end loaders, were popular, and Link-Belt cranes became very successful. Most of the graders, and much of the other equipment, was sold to county highway departments rather than private contractors, and the Denney company was known as a “county house.” The Berrys worked hard to develop contractor relationships across the state. It was a struggle, however, and the brothers soon looked for opportunities to diversify beyond earthmoving equipment.

The White Star Machinery & Supply Co. in Wichita was purchased in 1962, and thus started what later became known as Berry Companies, Inc. This was also the beginning of the Berry management concept of “delegated leadership and centralized administration.”

A concerted effort was made to relieve the operating managers, who are really “leaders,” of all possible “administrivia,” that could better be done in a central office.

This would include accounting and finance, of course, but also advertising, insurance, legal and real estate issues, and anything else that might distract them from developing strong local staffs and concentrating on customers.

The White Star acquisition brought Clair Crandall in to the company. He was a successful salesman, living in Salina at the time, but having started with White Star in Wichita in 1951. He soon returned to Wichita as White Star Sales Manager, but moved to Berry Tractor in 1967. He was to play a key role in the growth of Berry Tractor. He was a marketing genius and a great motivator of sales people. He managed the company’s first territorial expansion in 1976 with the purchase of the I-H assets of the Wentz Equipment Co. of Topeka. This gave the company all of Kansas except for metropolitan Kansas City. In 1984 the Springfield, MO, territory was purchased. Both have been valuable additions. All Berry locations share the company’s relationship culture.

Clair’s leadership of Berry Tractor proved particularly valuable during the period that Fred became active nationally in Associated Equipment Distributors, the industry trade association. He had taken every advantage of industry meetings and seminars and was looking for “best practices” before the term was common. He became national President in 1971.



Fred Berry and Clair Crandall 1971

(Son Walter played that role in 2005, a father-son experience that had only happened three times before.)



Walter Berry, Sue and Fred Berry—1971. Fred’s installation as the head of Associated Equipment Distributors. Walter Berry was installed as AED president in 2005.



The Berrys - Fred, Fred Sr., & Paul

Paul Berry had played the sales manager role in the early years, as Fred was the administrator. Paul was a “renaissance man,” a classical pianist, fluent in French, but with a business degree. He had difficulty getting the personal satisfaction from the “iron” business that Fred did. In 1969, with Clair in place, he arranged with Fred to take a “sabbatical.” He moved his family, with two teenage daughters, to Geneva, Switzerland, for six months. The company had done a little Link-Belt crane business in Belgium and Paul ended up buying the truck carrier company that had mounted the cranes. It proved to be an unfortunate

experience. Paul’s ethical standards and the Belgian business culture clashed from the beginning. After five terrible years, mostly away from his family which had returned to Wichita, he liquidated the business. By then he had little connection with Berry Tractor, and volunteered to work with Bob Dole on the Ford-Dole presidential campaign. Paul had been Dole’s successful Wichita campaign manager in his Senate races. Although they lost the election, Paul moved to Washington and joined Dole’s Senate staff. He died in Washington in 1999, at age 69.

It was about that time that the Berry Foundation was created. From the beginning the company had a policy of giving

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5% of pretax earnings to charitable causes. With a desire to support those causes on a consistent basis, but given the cyclical nature of the equipment distribution business, a way was needed to build a charitable reserve for the down years. That proved to be fortuitous decision when profits disappeared in the eighties with pledges unfulfilled. The Foundation distributed over \$100,000 in 2006, to United Ways in 7 cities, and to many other valuable community agencies.

Berry Tractor continued to grow and exceeded \$10,000,000 in sales for the first time in 1974.

Since key historical events should be a part of this story, Berry Tractor's experiment in Pittsburg, KS, must be



Berry Board Meeting 1972 — Bottom, Paul Berry, Herb Weismiller, Fred Berry. Top, Ken Young, Clair Crandall, Paul Drees, Max Graham.

reported. What a disaster! In the heyday of the late '70s, with oil at \$30 (higher than today, inflation adjusted) and coal equally valuable, the coal mines in southeast Kansas were booming. Berry Tractor was servicing big International TD-25 dozers which were working 24/7 in the mines, but it had no shop there. It was decided a 6,000

square foot shop was needed, but if 6,000 is good, 10,000 is better! Within two years, and oil now \$9, four of the five coal mines were in bankruptcy. Berry got down to one employee in that beautiful shop before finally finding someone who liked it about 50% as well as they did! If you want to ruin Clair's day, ask him about that experience! Fred will wince, too!

International Harvester's fortunes were already waning in the late '70s, from years of weak management and terrible labor relations. It was hard to believe, however, that the venerable old company, founded by the merger of the McCormick and Deering harvester companies in 1902, one of the Dow-Jones 30 Industrials, would fold in 1982. Berry's good banking relationships were about to be tested.

Berry Tractor had grown from 40 employees and sales of \$2,183,000 the first full year of 1958, to 90 employees and sales of \$19,400,000 in 1980. Berry Companies then had a total of 247 employees and sales of \$44,090,000.

So on to Chapter Two, the post-International days, and the "dirty eighties."



Fred Berry and Ves Cox riding a 1910 Galion Grader, St. Patrick's Day Parade, Wichita, KS, 1980.

Chapter Two

BOOM TO BUST, THE DIRTY EIGHTIES

The decade of the 1980s proved to be the most dramatic economic shakeout in "oil and ag country" since the Great Depression. When oil dropped from more than \$40 a barrel to less than \$10, exploration virtually stopped and the excess cash from that economic engine also stopped fueling the farm land and real estate explosion. Irrigated land in western Kansas fell from over \$1,000 an acre to less than \$500. Repossessions of all kinds were rampant. As a result of oil and real estate problems corporate airplane sales collapsed. Wichita's Cessna, Beech and Lear all had to find buyers to survive



BT Management Training Awards 1980

Fred Berry wrote this to the employees in December, 1981: "Clair (Crandall) has been in the business 30 years and I have been for 25, but neither of us has ever seen anything like this."

Berry Tractor's sales fell 23% from \$19,470,000 in 1979 to \$14,900,000 in 1982. Inventory values dropped while interest rates on the loans to support the false values were at an all-time high. The company had never borrowed below Prime, but when Prime briefly hit 20.5% in 1980 the bank *only* charged 18! Rates had been escalating since 1978 but the market was so strong it did not seem to matter. A serious oversight!

As International Harvester was folding, Dresser Industries bought the construction equipment business, and Tenneco, another energy giant, bought the farm equipment division. Both acquirers were soon faced with their own problems.

Dresser had experience in oil field equipment but not in construction. They struggled with what to do with their acquisition as their dealers struggled to survive. Many did not.

Berry Tractor was stuck with Dresser and had to make the best of it. At least they could get International parts, but even parts sales dropped as equipment was parked for lack of work. Losses mounted and expenses had to be sharply reduced. Fred explained the word "draconian" to the management staff! Top salaries were cut 20%, others 10%, and hourly wages were frozen. In many shops weekly hours were reduced to 36 or even 32 so those employees suffered, too. A small layoff was unavoidable, the only one in 50 years.

Business picked up a bit for Berry Tractor in 1984, a period Fred called the "false recovery," and it proceeded to build a new facility in Topeka. The land had been purchased but construction was deferred until the economy stabilized. A year later that seemed to have been a mistake but it is a fine building and still serves the company well.

Sales continued to deteriorate but the painful adjustments began to reduce the losses. There were still losses, however.

Keeping morale up in such times is extremely important, but extremely difficult. A key element is giving the employees confidence that top management has not given up and intends to stay the course. They needed to know the Berry family was committed.



BT Sales Meeting 1984—in front of Berry Cos., Inc.

Dan Scheer, a Wichita area native and Wichita State graduate, had married Fred and Sue Berry's daughter, Kate, in 1983. Dan was working for Pawnee Plastics selling trash carts to small towns in Oklahoma and Texas. Pawnee was sold in 1985 and Dan was willing to make a change. Fred and Sue were impressed with Dan (as was Kate!) and despite a concern about in-laws in the family business, invited him to join the company. He started as a general line salesman in White Star's Tulsa branch.

Later in 1985 Fred's son, Walter, joined the business. Walter had a degree from Vanderbilt and an MBA from Indiana University. He had been with RepublicBank in Dallas for two years when a Denver need developed, so Walter and Polly, with baby son Jonathan, moved to Denver. Berry Companies had two operations there, Empire Cranes, in its own building, and a White Star branch. Employment was down and both buildings were underutilized. The crane building was sold and the business was combined with White Star. Walter's first assignment was to move the parts inventory, without losing a part or a sale!

Dan Scheer was moved from Tulsa to Garden City as Branch Manager. He managed to bring two other Berry Companies' Divisions in to the Berry Tractor building in a cost cutting effort. It was an important experience for Dan.

Both Dan and Walter got valuable experience in the worst of times, and they showed the employees they were willing to go where needed and do what needed to be done. It was obvious the Berry family was in the game to stay.

Clair Crandall came to Fred in 1986 and said he wanted to take early retirement, which he did in 1988. He had been Mr. Berry Tractor for 21 years. He had invigorated it in the '60s, made it very successful in the '70s, and saw it through the dirty '80s. Fred resumed the presidency of Berry Tractor, 26 years after he had first relinquished it to brother Paul in 1962.



Clair and Dee Crandall 1988

There were some good things happening by then, however. Dresser partnered with Komatsu in 1987 and although that did not provide any new products to Dresser, did give

encouragement and brought industry experience to the table.

Dan Scheer had moved to Wichita and was becoming a key player in Berry Tractor. The economy was finally turning around. Four loss years were experienced but 1988 was black again. There has been no red ink since.

The bank and CIT had continued the credit line, and the bankers were beginning to sleep a little better. The Berry Tractor and Berry Companies people who were still standing were standing tall; tougher and smarter than 10 years before. There were many stalwarts, too many to count.

The "dirty eighties" were over. The long, dark, stormy night had ended and Berry Tractor's bright Komatsu future was just ahead.



Komatsu PC400 excavator 1992

Chapter Three

The Komatsu Years

A significant event happened in January, 1988, that would dramatically effect the future of Berry Tractor. Dresser Industries entered in to a joint venture with the Komatsu company of Japan for the manufacture of construction equipment. Dresser was motivated to find a way out of the industry and Komatsu was motivated to have a manufacturing presence in the United States. As they became more and more successful in the U.S. market they feared a retaliation by domestic manufacturers and their unions, which might lead to import duties. There were none on construction equipment. (Fortunately there are still none and the U.S. exports far more construction equipment than it imports.)

Initially the joint venture strategy was to maintain the two separate equipment lines with separate dealers. In fact they discouraged common dealers for a while. They soon learned, however, that in most markets either the Komatsu dealer or the former International Harvester, now Dresser, dealer was significantly stronger. They began to allow takeovers, mergers, or whatever seemed to work in a given market.

The Komatsu dealer in Kansas City, who served western Missouri and all of Kansas became a victim of the "dirty eighties" in 1989, which left Komatsu without a dealer. They asked Berry Tractor to represent them in Kansas, outside metro Kansas City, and Springfield. The former dealer had sold a few machines in Springfield but virtually none in Kansas outside Kansas City. It was still a great opportunity, however, since the future of the Dresser line was much in doubt.

The company was very conservative at first in its promotion of the new Komatsu products. Having just come through difficult years, with no experience with the brand, and little existing population



Berry 50 yr. AED membership 1995

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of machines, Fred was extremely cautious. The market was actually getting stronger, but he was not ready to believe it was back to stay.

Dan was named President of Berry Tractor in 1991, but Fred was still holding the purse strings. Under Dan's leadership they began to aggressively promote the Komatsu dozers, excavators and loaders, which were outstanding products, and began to develop new contractor relationships. They found they could successfully rent Komatsu because the machines were bullet proof and held their resale value. These were qualities the Dresser machines did not have. And thus began what were to be Berry Tractor's best years. Sometimes it is better to be lucky than smart—and to let youth prevail!

Parts sales, an important component of an equipment dealer's business, became a problem as the field population of International and Dresser equipment declined and Komatsu sales were just ramping up. Komatsu machines do not need parts as often, either. As was said, they are bullet proof.

The loss of parts business, however, was more than offset by the growing rental activity and an emphasis on purchasing used equipment in other parts of the country for sale in Berry Tractor country. The depression of the eighties was a regional oil and ag phenomenon, but the nineties brought a slump to the east coast. Jim Whitworth, who started as salesman in 1986, was Springfield sales manager by then and was a genius at buying used equipment for resale. The early Branson construction boom was under way. At one time Springfield was servicing



Jim Whitworth 1988



Komatsu D66 Crawler Loader

Wichita from Denver to become Operations Manager for the White Star Division under John Engels. This allowed him to work more closely with Fred at the corporate level and Walter was named President of Berry Companies in 1993 when Fred turned 65. Fred remained an active Chairman, but gradually eased up over the next few years. He is now merely Chairman and Corporate Pilot!

Other product lines have been important to Berry Tractor over the years. A unique one that has become popular with the growing concern for ecology is the Bomag Landfill Compactor. Every county now must have a certified landfill, or an acceptable alternative, and that has created a market for this German monster. Link-Belt cranes and Gomaco concrete paving equipment returned



Bomag Landfill Compactor

to Berry Tractor in 2004 after being with sister company, White Star Machinery, for many years. Link-Belt originally had been at the Sam Denney Co., going back to the late 1940s.

There were three tragedies along the way. Art Nelson, asphalt equipment specialist and a pilot, crashed in a thunderstorm in 1971. Doug Brittain and his wife were murdered in their rural Goddard home in 1996 by two young thugs, one now on death row and the other serving life without parole. Gerry Robinson, an outstanding salesman and unique personality (is that redundant?) died of a heart attack in his bed in 1998. These were terrible losses. Believe it or not, there have been no auto accident deaths in the millions of miles the dozens of salesmen have traveled over the years.

Berry Tractor's product support capabilities have been critical to the company's success from the beginning. The performance reached a new high in the mid-nineties when Komatsu named Berry Tractor the top product support dealer in the country, and when service technicians Steve Sanders and Steve Richard competed nationally and were so



Steve Sanders 1995



Steve Richard & new truck 1993

successful they were flown to Japan for the international competition. The saying goes that "a salesman may sell the first machine but the product support team sells the second."

Current Berry Tractor management is strong at all locations with "old salts" leading each store. The team that evolved in Garden City now works well together. Topeka has some new people blended in with old timers and their market presence is impressive. Springfield is a star location and has recently completed an expansion of their facility. Solid, experienced people are in every key position in Wichita. The average tenure of Berry Tractor employees is 11 years.

Before wrapping this up a reference must be made to the value of advisory board members over the years. Berry Companies has been blessed to have had on its board two retired presidents of the CIT industrial finance company, the retired Bank Four president, the retired president of one of the leading Komatsu dealers and of a strong light equipment dealer, the retired marketing executive of the Bobcat company and one from Koch Industries, the largest privately held company in the U.S. These people have given the family and their key managers advice and counsel beyond measure.

And so the first 50 years of Berry Tractor come to a close. The company has grown from annual sales of \$2,000,000 with 40 employees to a Berry Companies' total of \$180,000,000 and 470 employees. Berry Companies now includes, in addition to White Star, Berry Material Handling, a Yale lift truck dealer, and Bobcat of the Rockies, Bobcat of Houston, KC Bobcat, and Superior Broom Manufacturing. It has been a great run. Not without its challenges, obviously, but with tremendous satisfaction. Wonderful people involved; as employees, customers and supporters. Young owners and other professional managers prepared to take the business to a higher level, with a 50-year reputation for relationships that should continue long in to the future. Relationships like the young brothers had in mind in 1957. Good bank relations, too!