

TINA KRINSKY,
chief visionary officer,
Julian Krinsky Camps
& Programs

Seven or eight years ago, our son was considering [joining the business]. He had been working at Goldman Sachs and was getting married in May, and there were long negotiations – six months, almost a year prior to his getting married. We did call on some experts down at the Wharton SBDC to negotiate the terms. For one, he was still quite young. How do you bring someone into the business at a salary level that is comparable to what he'd be making if he was working at an investment banking firm, and how do you craft out his future when you have employees working for you for [more than] 15 years? How do you avoid those issues of nepotism? It was a long process, but as much as it was somewhat of a heartbreak that he chose not to



MARC BROWNSTEIN,
president and CEO,
Brownstein Group

I really believe that the only family members that should be in the business are the ones that have skills to be in the business and would have been hired anyway. My sister wanted to come into the business, but she ended up finding a job as a travel agent. You have to know who to talk to and how to work the channels. The matriarch influences all. It wasn't a difficult conversation because I think we all knew we wanted to take a very successful business to a couple more levels. The only way we were going to do that is if everyone who held a position made a positive impact. It was just natural that my sister wasn't going to work out. It wasn't what she wanted to do anyway.

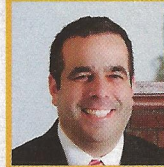


ROBERT SANTIAGO,

COO;

CARLOS SANTIAGO,

vice president; Para-plus
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Robert: My mother ran the organization for a long time and made it successful, but I think my brother and

I come from different paths with different ideas in terms of how we thought we could improve its efficiencies. I wasn't sure how receptive my mother was going to be to that. Things were done a certain way for a long time, and I was surprised that my mother gave us a lot of autonomy in making those decisions and bringing in influences from the outside.