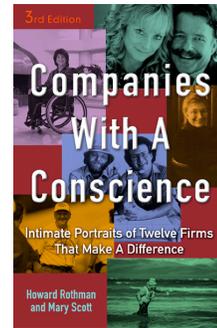


# Companies With A Conscience

*Intimate Portraits of Twelve Firms That Make a Difference*  
3<sup>rd</sup> Edition

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## THAT WAS THEN...THIS IS NOW.

### SOME NOTEWORTHY CHANGES IN THE COMPANIES FEATURED IN *COMPANIES WITH A CONSCIENCE* FROM 1992 (YEAR OF THE 1<sup>ST</sup> EDITION) TO 2004 (YEAR OF THE 3<sup>RD</sup> EDITION)

#### **BEN & JERRY'S:**

**1992:** 400 Employees, \$100 million in annual sales. Company is publicly owned and run by founders Ben Cohen and Jerry Greenfield.

**2004:** Much to the chagrin of these founders, Ben & Jerry's is sold to global consumer products giant Unilever for \$46 billion in 2000. Both leave the company. Yet, the new owners appear to embrace Ben & Jerry's commitment to social causes. By 2003, it has 800 employees and sales have more than doubled to be \$237 million per year.

#### **CELESTIAL SEASONINGS:**

**1992:** Privately held company, after being both public and owned by Kraft Foods. 215 employees with \$50 million in annual sales. Company run by founder Mo Siegel.

**2004:** Mo Siegel retires (again). Company merges with natural products company Hain Foods to become Hain Celestial. By 2003, Celestial Seasoning has \$110 million in annual sales with 250 employees.

#### **BIRKENSTOCK USA**

**1992:** Company owned by founder Margot Fraser. Matt Endriss is head of the shipping department and interviewed for *Companies With a Conscience*. 125 employees with annual sales of \$38 million.

**2004:** Matt Endriss is now president of the company. Margot Fraser retires. Company 100% owned by employees. Annual sales of \$110 million with 250 employees.

#### **AMERICA WORKS:**

**1992:** Owned by husband and wife founders Peter Cove and Lee Bowes, as well as a third partner. 550 welfare recipients placed per year taking in \$4 million. Offices in Hartford and New York.

**2004:** Cove and Bowes buy out third partner to become sole owners. Offices now in New York, Washington D.C., Baltimore, Albany and Yonkers, NY. Annual income of \$14 million. Place 1,500 welfare recipients per year. 100 employees. Launched new division to find jobs for former inmates. More than 200 placed since the year 2000.

#### **PATAGONIA:**

**1992:** Company owned by founders Yvon and Malinda Chouinard. 525 employees. \$117 million in annual sales. \$1 million donated to environmental causes.

**2004:** Company still owned solely by the Chouinards. Remains committed to sustainable growth. 1,000 employees with \$220 million in annual sales. More than \$117 million (total) donated to hundreds of grassroots environmental organizations.

#### **SHOREBANK**

**1992:** Founders Ronald Grzywinski, Mary Houghton, Milton Davis and James Fletcher actively involved in business. A single \$41 million bank in Chicago. 350 Employees

**2004:** Shorebank now a \$1 billion bank holding company. 525 employees. Grzywinski is chairman, Houghton is president, Davis retired in 200 and Fletcher died in 1998. Duplicated redevelopment efforts originated in one Chicago neighborhoods to other Chicago areas, as well as in Cleveland, Detroit, Michigan's upper peninsula and the Pacific Northwest.

**GREYSTON:**

**1992:** Bakery has 65 employees and \$3 million in sales. Bakery run by founder and president Bernie Glassman. Its non-profit arm, Greyston Family Inn, refurbished a 60-unit apartment complex for formerly homeless tenants.

**2004:** Glassman is retired. 70 employees at the bakery produce \$4 million in sales. Its non-profit arm now owns and manages eight renovated buildings that house 89 families and 35 individuals. It also has a building housing 28 artists and musicians, as well as a performance center. Its \$10 million new bakery, designed by Maya Lin (who also designed Washington's Vietnam Memorial), is set to open in 2004.

**QUICKIE DESIGNS/SUNRISE MEDICAL**

**1992:** Sunrise is \$240 million public corporation headed by Richard H. Chandler, employing 2,200 in seven manufacturing divisions. Quickie launches Winners on Wheels for youngsters in wheelchairs.

**2004:** A 1996 accounting scandal results in Sunrise going private. Chandler retires and is replaced by Chairman/CEO Michael N. Hammes. Employees number 4,000 and annual sales in 14 product categories hit \$600 million. Winners on Wheels has dozens of chapters operating across the U.S.

**SOME INTERESTING MILESTONES OF COMPANIES FIRST FEATURED IN THE 3<sup>RD</sup> EDITION:**

**TATTERED COVER BOOK STORE:** Over the past ten years, this revered Denver bookstore opened a second location in the city's LoDo area, added on-line sales, opened two coffee shops within their stores as well as an award-winning restaurant, and prospered in the face of a changing bookselling environment. Founder Joyce Meskis remains the sole owner. 2003 sales reportedly above \$40 million.

**KANSAS CITY CHIEFS:** When current president Karl Peterson was hired in 1988, there were only 35,000 season ticket holders. Now, the 70,000-seat stadium sells out every game. Since 1998, the team has raised more than \$8 million for local charities. Players, including Priest Holmes, Trent Green, John Tait, Tony Gonzalez and Will Shields have their own foundations. Founder Lamar Hunt and his family remain the sole owners. 175 staff members and a \$175 million business in 2003.

**STONYFIELD FARM:**

300 shareholders sell the \$70 million/year business to Group Danone, as company continues to be run by co-founder Gary Hirshberg. The company buys milk only from farmers that pledge to not inject their cows with rBGH. In the mid-1990s, Stonyfield starts producing organic products; by 2003, 70 percent of its line is organic. Company provides \$12,000 in grants to dairy farmers per year. 10 percent of pre-tax profits donated to environmental organizations. More than \$750,000 donated since 1995. 170 employees.

**INTERFACE:**

In the mid 1990s, company founder Ray Anderson challenged his employees to turn the carpet and fabrics manufacturer into a totally sustainable company. Since then, it has significantly reduced its CO 2 emissions and 85 percent of the company panel fabric is made of recycled soda bottles. Almost one-third of the company's smokestacks have been removed. This publicly traded company has 5,500 employees and 2002 sales of close to \$1 billion.