



George Isaac's Family Business History

The Isaac Family business started in 1899 when George Isaac Sr. arrived at Ellis Island and landed in Bryan, Ohio. Early businesses included door to door linen and soft good sales, a fruit-nut-candy store, scrap metal recycling, auto repair shop and tire sales. The small businesses were run by George Sr. who barely spoke English with assistance from his oldest daughter, Rosa. George Sr. had nine children of which four became owners and eventually five worked in the business.

In 1941 upon the death of George Sr., George Jr. was asked to quit college and joined three of his eight siblings who were already working in the family business. Their first decision was to pay the other five siblings not employed in the business the fair value of the business to make things fair. The four Gen 2 owners then divided up the stock 25% each and remained partners their entire life. George Jr., the youngest was the natural leader and began growing the small but very entrepreneurial family business. Over the years, the businesses expanded and included a Goodyear tire franchise, a Chrysler Plymouth car dealership, a passenger tire and Bandag truck tire recapping operation, a Royal typewriter dealership, and a car leasing business. In 1949, Isaac Property Company was created with the development of a Kroger Grocery Store; the first of its kind with its own dedicated adjacent parking lot. By the early 1960's, all of the other businesses were sold or shut down so the family could focus on real estate development and scrap metals recycling. Gen 2 continue expanding both the scrap recycling and real estate businesses.

In 1987, another management transition occurred as George Jr. retired as President but remained CEO/Chairman. While the family had two 2nd generation family executives as employees, they decided to hire an experienced non-family member to be President. After 18 months and some turmoil, the family realized the transition was not working and recruited George III to join the family business as President/CEO requiring him to leave his Management Consulting Partnership at Deloitte in Chicago.

In late 1988, under George III's leadership and three other family member executives, an outside board of Directors was created, and several non-family senior executives were hired. The scrap metals recycling business grew six-fold over eight years through organic growth and strategic acquisitions. The accompanying real estate businesses grew through further development of existing properties along with some new developments. In 1997, The Isaac Group sold its main operating company, the scrap metal division to a public company to provide liquidity to various factions of the family shareholder group. George III became a senior executive and executive committee and board member in the acquiring public company where he helped create a \$1.2BB operating business over two years. The family retained ownership of the real estate businesses with Gen 3 family management.

In 2019, the family business transitioned management from Gen 3's Butch Isaac to Gen 4's Drew Isaac, the son of George III. The business continued board oversight by the original five Gen 3 family members that had been partners since the 1988 transition. The business has approximately twenty family shareholders from the 3rd and 4th generation in addition to many more future stakeholders from Gen 5.

Since 1997, George III started two other businesses and retains his board positions on family 2nd and 3rd/4th generation businesses. He is also active in investments and in public speaking, writing articles, and providing management consulting services to multigenerational family businesses through his firm, GAI Capital Ltd. and its George Isaac Consulting division. George recently had a book published on family businesses titled *Your Business, Your Family, Your Legacy – Building a Multigenerational Family Business That Lasts* (2019 Mascot Publishing)