

ECONOMOS

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International Enterprise Journal From The New South, U.S.A.



PROSPECT
COLUMBUS '95
BRIEFING

GLOBAL VILLAGE, SOUTHERN STYLE

Columbus Home to Corporate World Headquarters, 120 Nationalities

NEW SOUTH VISIONARY ENTREPRENEURS EARN COLUMBUS GLOBAL STATUS

GENERATIONS OF TEAMWORK

World-Class Lifestyle, Olympic-Sized Accomplishments

PASSING THE TORCH

Born Leaders Produce New Breed of City

Plus Special Report: **CITY CHOSEN AS '96 OLYMPIC VENUE**

ECONOMOS

International Enterprise Journal From The New South, U.S.A.

Volume III, Number 3 1994

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Special thanks to Pam Baker, president and Steve Duffy, vice president of Baker Communications and to the Columbus, Georgia Chamber of Commerce for their contribution and cooperation in preparing the Columbus '94 prospect briefing.

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The ECONOMOS journal is a publication of the WR Group, Inc. in association with CENTER G, the New South Society for International Enterprise Development, Post Office Box 800025, Roswell, Georgia 30075-0001, Telephone (404) 992-7929. Subscription price, four issues yearly, U.S. \$26. International subscriptions, add U.S. \$14 postage.

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GREETINGS

If the Alps had looked as formidable to Napoleon as they did to his advisors, he never would have attempted crossing them in mid-winter. Napoleon, not denying their existence, only their impassibility, responded, "There shall be no Alps."

A typical "hero" sequence of actions can be detected in stories from all over the world and from many periods of history. A legendary hero is usually the founder of something: a new age, a new religion, a new city, a new way of life. In order to found something new, one has to leave the old and go in quest of the seed, a germinal idea that will have the potential of bringing forth that new thing.

Freud tells us to blame our parents for all the shortcomings of our lives and Marx tells us to blame the upper class of our society. In India your life is the fruit of your own doing. A few thousand years ago Chinese Zen masters viewed life by keeping a "beginner's mind," an attribute that includes both doubt and possibility.

"Amor fati" is what Nietzsche labeled it — the hero's love of his own fate. The more challenging the situation, the greater the stature of the person who can achieve it. That chance, or what might seem to be a chance, is the means through which life is realized — to neither blame nor explain, but to handle life as it develops.

The word "develop" actually is derived from the word "envelop," which means to enclose. Thus, "develop" means to unfold. Re-engineering for globalization will unfold out of the expanse of your wholeness, not at its expense.

The term "cold feet" literally and figuratively is derived from a natural symptom psychologists call "the emergency reaction." Its function is to mobilize the body's resources for swift action — you know, "fight or flight." Well, get ready feet, to do your thing, because by the year 2000, competition will have us all doing both these things — internationally.

ECONOMOS is not about how to make it in today's world market. It is a journal about the "victorious overcomers" who have faced the "Alps" of insurmountable obstacles — the pioneers who cut through illusion with the sharp blade of objectivity and honesty. You have been drawn to ECONOMOS because you are one of us — the ones who still appreciate that differences can exist without creating destructive conflicts. The fact that you feel one way and I feel another in today's disorder is not, in itself, a conflict, but rather a valuable relationship-building opportunity. Typical heroes, regardless of country or culture, steadfastly hold to the ideal that personal achievement comes not from "believing in" but "believing from."

"Be like the bird on boughs too slight," wrote Victor Hugo, "feels them give way and yet sings knowing she hath wings." Amid the noise and unrelenting pace, ECONOMOS is here to remind you that security is not in "boughs too slight" but in your "wings" of faith.

Pax Consortium

Cultural Understanding: Rich and Welcoming

On the surface, Columbus, Georgia appears to be a typical Southern town. A stroll around the city reveals a rich Southern history and heritage, seemingly undiluted by the steady stream of foreign visitors, foreign-born residents, global businesses and local worldwide travelers.

But unlike many Southern towns, the surrounding area is home to people from more than 120 cultures. No dividing lines exist between them: No Chinatown, no Hispanic district, no European city sector. The international influence thrives, parallel and intertwined with the indigenous culture.

The faces in restaurants and at events and museums are heterogeneous. Numerous grocery stores sell ingredients for specialty foods from other countries. Columbus families routinely host live-in exchange students and students of the School of the Americas and the International Training Detachment from nearby Fort Benning.

One also can find cross-cultural influence in the arts. Columbus College's renowned music department attracts scholars from around the world. The Columbus Symphony Orchestra, founded in 1855 and the third earliest symphony formed in the United States, is considered one of the finest in the Southeast. Master musicians from many countries and eminent guest performers of classical, pop and jazz music appear with the Symphony. The Columbus Jazz Society preserves a segment of the local heritage: Columbusite Ma Rainey is widely credited as the mother of jazz — a universal language.

The Springer Opera House, the official State Theater of Georgia, hosts varied musicals and performances, from the customary Christmas Nutcracker production to exotic, yet traditional, Japanese plays. Oneda Corporation recently sponsored a renowned troupe from Japan who performed a centuries-old play accompanied by rewritten English translations and explanations of its relevance to the Japanese culture.

Honoring heritage while blending with the present is a recurring local theme. The annual Indian Cultural Festival showcases native American crafts, storytelling, music, traditional dress and competitive dancing and future plans for the Riverwalk include historic recreations of Indian communities. Projects of the Historic Columbus Foundation attract historians, architecture students and tourists. The Foundation has restored more than 40 historic structures and operates six historic house museums. In contrast, the James W. Woodruff, Jr. Confederate Naval Museum has one of the largest collections of its type in the world, including a 130-foot sail-steam gunboat, the *CSS Chattahoochee*, the creative endeavor of Columbusites who envisioned, designed and built the naval innovation.

Both history and fine art are displayed at the Columbus Museum. The 86,000 square foot facility is the second largest museum in the state and one of the largest in the Southeast. Galleries such as the W.C. Bradley Museum focus on local art, while several others specialize in foreign collections.

Nearby Callaway Gardens hosts an annual steeplechase which benefits the local arts. In 1991, the event became the first and only United States leg of the \$1 million Sport of Kings Challenge, a series which continues from Callaway Gardens to Leopardstown, Ireland to Cheltenham, England and finally ends in Chepstow, Wales. Thousands of people from around the world attend the event. Callaway Gardens also hosts the PGA-sanctioned Buick Southern Open Golf Tournament, another world-class sporting event.

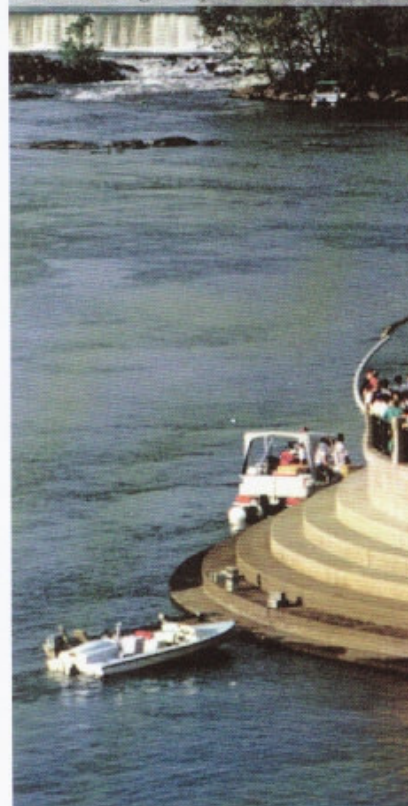
If food, language, sports, the arts and cultural heritage fail to make the global connection, the Columbus area still has a universally valued experience in reserve: the love of nature. Close by is the acclaimed Cecil B. Day Butterfly Conservatory where a thousand species of tropical butterflies fly free as visitors stroll the lushly planted walkways. The scent of perfume or after-shave can prompt a butterfly to land and make acquaintances.

Much like the butterflies, it's easy to get to know the people and the 120 nationalities represented in the Columbus area. With no cultural borders, the intertwined and undiluted richness is unique and welcoming.

Once, large cities were believed to "have it all on a grand scale" and the desire for business success — national or international — almost always drove corporate headquarters into the metropolitan giants. Downtown New York, London and Tokyo accommodated cohorts and competitors, squeezed shoulder to shoulder amidst rows of skyscrapers surrounded by polluted skies and congested streets. Corporate heavy-hitters, oddly, were both highly visible and virtually anonymous but ruled for decades from metropolitan cocoons, the competitive edge protected by unparalleled technology.

That was all before technology went global. "Advances in technology make physical location decisions more flexible, especially in light of customer and buyer decentralization, the opening of foreign markets and the universal need to reduce overhead," says Gerald Andrews, President and Chief Operating Officer of Johnston Industries, a company which recently relocated corporate offices from New York City to Columbus, Georgia. "Excellence is no accident, and you don't always find it in the big cities," Andrews continues, noting a business trend to move away from large metropolitan areas.

Johnston Industries is a manufacturer of diversified, globally marketed textile



Columbus photos supplied by Jim Cawthorne, Camera 1

Generations of Teamwork Result in Olympic-Sized Accomplishments

GLOBAL VILLAGE, SOUTHERN STYLE

products: from upholstery for 48 of the top 50 U.S. furniture manufacturers to high-tech coated transmission belt fabric for 85 percent of U.S. car manufacturers; from wallcoverings, vertical blinds and window coverings to table napery for the Ritz-Carlton hotels and damask napery for Bloomingdale's; from abrasive fabrics for sanding belts and high-impact interior lining for NFL footballs to cloth for flags worldwide. A myriad of technological devices, primarily driven by computers and high-speed fiber-optic communications, link Johnston Industries with factories, testing labs, R&D departments, free-lance designers, sales offices and customers around the world.

Technology not only supplies borderless answers for faster, more efficient processes, but it can also add to the financial bottom line. To compete globally

as well as to satisfy stockholders, corporations continually attempt to cut overhead costs. Smaller cities generally have more affordable real estate, lower utility costs and less employee turnover. Reduced cost of living and lower crime rates save money and add to the quality of life for both the corporation and the individual. Fewer layers of taxes often are a bonus. Andrews noted that Johnston Industries' total tax bill was substantially lower in Columbus than in New York, primarily because inner city taxes were eliminated.

A SMALL CITY CASHES IN

Although some big businesses actively seek small city sites, local corporate and government leaders aggressively market relocation attributes to attract corporations from around the world. When Japan-based Matsushita Battery Industrial Company and

Eastman Kodak Company explored sites for a U.S. joint venture to produce Panasonic and Kodak alkaline batteries, the Georgia Department of Industry, Trade and Tourism extended a cordial invitation. Seiko Kabumoto, president of the joint venture company, Matsushita Ultra Tech Battery Corporation (MUTEC), said "Columbus, Georgia's Chamber gave very good presentations and was most enthusiastic." Regarding the 1988 MUTEC location decision he remarked, "The city received the unanimous decision."

"Because the city's commitment proved to be genuine and community-wide — all promises made were kept, including development of a Japanese Saturday School — and because the business climate was favorable," Kabumoto explained, Matsushita Battery Industrial Corporation of America (MBIA) subsequently established its North American Headquarters in Columbus. MBIA located a division facility, Matsushita Storage Battery Corporation of America (MASBAC), adjacent to MUTEC to manufacture sealed lead acid storage batteries. And MUTEC and MBIA were equally supportive of the community: three different corporate presidents escorted Columbus leadership on three successive industrial recruitment trips to Japan.

Some new international business was more complicated to pursue. When Columbus put together an aggressive package of relocation amenities to woo Polychrome, a producer of pre-sensitized lithographic printing plates for Dainippon Ink and Chemicals (the world's largest ink manufacturer), the city initially failed to win the bid. Although the company chose another Southeastern site, the Chamber of Commerce continued dialogue with company representatives. Scotsman George Dougal, Polychrome's Director of Administration, said "Columbus didn't quit. They were aggressive and continually well-prepared." Just before contract signing, Polychrome learned that the selected area could not handle the huge volumes of post-production water



discharged in the company's manufacturing process. "The Columbus Chamber was willing to follow up and keep relationships going — even when they knew they were out of the picture," said Dougal. In the end, Columbus' bid won.

Dougal is a champion of the decision. "The change from living in a larger U.S. city to a smaller one is wonderful," says Dougal. "The quality of life is great, the climate is outstanding, and the community welcomed the entire family." The biggest difference? "The necessity of owning a car." The biggest problem? "It's becoming difficult to get the kids to leave, even for short visits back to Scotland," he said.

GLOBAL AMBIENCE

International newcomers and guests are not unfamiliar or intimidating to Columbus residents. In many ways, Columbus is more international than some of its larger counterparts. According to Census Bureau reports, Columbus has one of the highest percentages of foreign-born residents in the state of Georgia, due in part to neighboring Fort Benning. The military installation is home to the School of the Americas and the International Student Training Detachment which together have

students from more than 115 countries.

The city's international mix is due not just to the influence of Fort Benning and the incoming foreign-owned and/or interna-



tional companies. Local entrepreneurs also have earned global status. Interestingly, Columbus often is noted for an unusually high success rate of businesspeople who began modestly, competed globally and grew to international prominence.

One of the most prominent forerunners was entrepreneur John B. Amos, who in 1955 envisioned a mammoth insurance company, American Family Life Assurance Corporation (AFLAC), based in Columbus. Almost 40 years later, AFLAC is the largest Georgia-based company in the industry and one of the state's top ten publicly traded companies. AFLAC is the only insurance company to sell cancer coverage in Japan and the second foreign corporation ever to sell insurance in Japan.

Total System Services, Inc., originally a division of the local Columbus Bank & Trust and a subsidiary of Synovus Financial Corporation, is now a worldwide credit card processing firm and the industry's second largest. In operation 24 hours a day, 7 days a week, Total System Services relies on satellite, copper wire and fiber optic-communication links.

Recently, the company embarked on a joint venture with a consortium of Mexican banks known as PROSA (Promocion y

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inks with water-based inks, we've virtually eliminated toxic air emissions from our packaging plants.

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products made from recycled fiber.

At Mead, protecting the environment is more than just planting trees — it's making sure that beautiful spots like this one can be enjoyed by all for generations to come.

Operacion S.A. de C.V.) and formed Total Systems de Mexico.

Another corporation, W.C. Bradley Company, has enjoyed huge international success and is especially well-known for the Char-Broil Grill products. Among other Columbus global offspring are Royal Crown (RC) Cola and K-rations (for the military).

Today's protective sports gear industry essentially was born when local physician Dr. Jack Hughston, renowned "father of sports medicine," held a 1960 meeting in Columbus which resulted in development of the mouthpiece to protect athletes' teeth and help prevent concussions. Hughston now heads the Hughston Sports Medicine Campus, one of the world's leaders in innovative orthopaedic preventative and reconstruction techniques, accumulation of research data and fellowships for advanced study in sports medicine. The campus trains physicians from all over the world and offers medical treatment to the general public as well as to international athletic superstars.

New global entrepreneurs flourish, too. Salvador Diaz-Verson, Jr., president and CEO of Diaz-Verson Capital Investments (DVC), recently started a company to manage money for high net-worth individuals, corporations, municipalities and public and private pension plans. Diaz-Verson also is advisor to the Diaz-Verson Americas Equity Fund, the first Western Hemisphere fund, which invests throughout North, Central and South America. Technology plays a major role; while DVC already has real-time world financial news access comparable to major centers in New York City, the company is in the process of upgrading its primary database communication from 9.6 kilobyte lines to 56 kilobyte fiber-optic lines. Because the firm utilizes the latest technology and has access to knowledgeable individuals, U.S. media often contact Diaz-Verson to complete time-

sensitive stories and track breaking developments. Also in the works for DVC: satellite technology for audio and sound.

IN SUPPORT OF THE CUTTING EDGE

Conditions on the home front are part of a city's overall competitive edge, whether the city is small or large. No matter how superior public services were in the past, future expertise hinges on technology.



public health, family health and medical assistance as well as telemedicine to connect rural physicians with Columbus specialists through electronic data transmission and interactive teleconferencing.

Historically rooted in education as the first U.S. city to provide a free public school kindergarten and an industrial high school, Columbus continues to ensure an advanced workforce — one that will meet the requirements of the technological 21st century. Joint efforts of local government, business and public/private educational systems provide opportunities that extend into college programs and adult education for job

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retraining. Especially notable is the COMPASS program for select college bound students. Subsidized with money, knowledge, equipment and supplies from Total Systems and other corporations, students complete a four-year high-tech programming degree at Columbus College in two years, with guaranteed job placement upon graduation.

Competitive and aggressive, some smaller cities promote the advantages of technology and the freedom that can result. In actuality, the ultimate marketplace —

the "global village" — has created new frontiers. The result: as Johnston Industries' Gerald Andrews says, "Excellence is no accident, and you don't always find it in the big cities."

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Columbus Regional Healthcare System serves southwest Georgia and east-central Alabama. Beyond emergency and non-emergency medical services, Columbus Regional offers a comprehensive cancer treatment center, complete pediatric services including pediatric cardiology, neurology and neonatal intensive care units and a trauma center. Continued expansions include ventures such as the Health and Human Services Complex to consolidate

Born Leaders, Teamwork Produce New Breed of City

PASSING THE TORCH

Lively, often animated discussions and vigorous city-wide campaigns by divergent camps — both by public and private organizations and within public and private coalitions — can be perceived either as complexities or as the first energetic step toward solutions. Because in the end, local visionary leaders of all viewpoints focus on what is best for the city, Columbus has a reputation as a progressive and dynamic town with a "Can-Do" attitude.

Columbus was the first city in Georgia to combine its municipal and county governments. The result was not only more efficient management but also more responsive and accountable administration. The

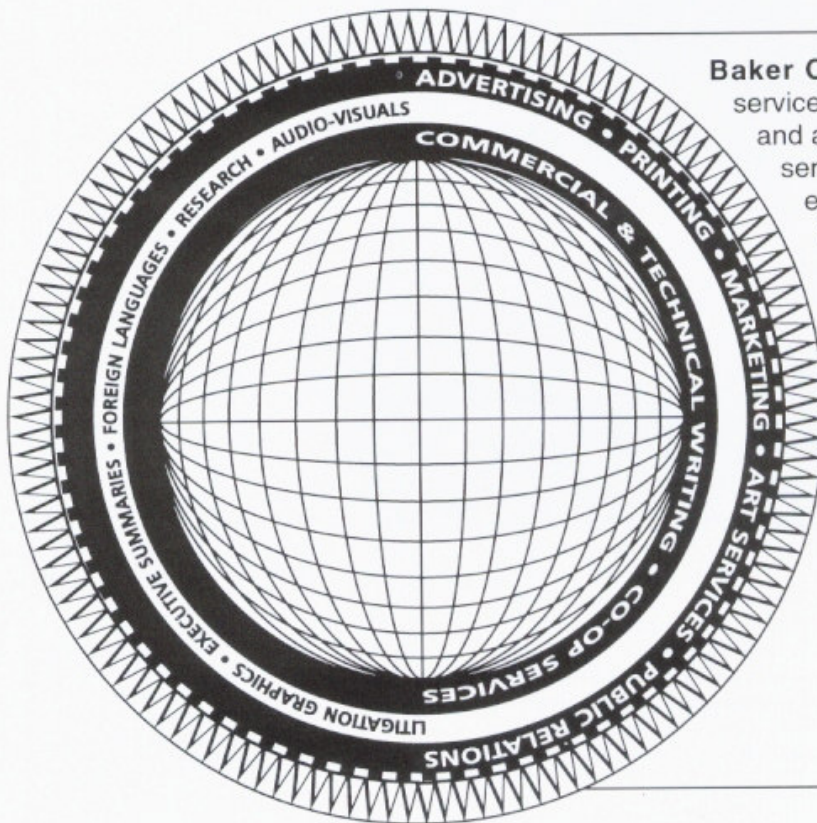
Columbus Consolidated Government, established in 1971, eliminated the agendas and politics of two bureaucracies, combined resources, abolished double-taxation and cut red tape in half. Consolidation set the stage for unprecedented growth and development with solid assistance and strength from the private sector, both businesses and the community.

The Riverwalk project is a prime example. The Chattahoochee River forms Columbus' western border. State and federal mandates require several cities, including Columbus, to resolve a Combined Sewage Overflow (CSO) problem where sewage and rainwater run-

off, collected in the same system, flow into the river during heavy rains. The enormous compliance cost was not in the city budget, and state monies were not available.

A public/private partnership was formed to find an answer. Rather than attack just the minimum mandate requirements, the partnership merged a number of future business and quality-of-life advantages, including the Riverwalk, which would require support from the community, government and business sectors.

The result: 90 percent of Columbus citizens voted yes to a one-cent sales tax increase; private donors contributed



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