

# Our Time Is Now.



NATIONAL CENTER FOR  
THE MIDDLE MARKET

In Collaboration With



**FISHER**  
COLLEGE OF BUSINESS



GE Capital



SERVICES  
**26%**  
OF MIDDLE MARKET SALES



AUTOMOTIVE  
**9%**  
OF MIDDLE MARKET FIRMS



HEALTHCARE  
**11%**  
OF MIDDLE MARKET EMPLOYEES



CONSTRUCTION  
**9%**  
OF MIDDLE MARKET FIRMS



MANUFACTURING  
**17%**  
OF MIDDLE MARKET SALES



RETAIL  
**8%**  
OF MIDDLE MARKET EMPLOYEES

# Meet the Market that's Moving America.

Today's most powerful economic engine isn't big business. Or small business. Rather, it's the 'mighty middle' that's driving growth and job creation. The time is now to engage with the middle market. And the National Center for the Middle Market is your gateway to get involved.

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## DEAR COLLEAGUES,

In the fall of 2011, The Ohio State University Fisher College of Business and GE Capital announced the formation of the National Center for the Middle Market. In doing so, we realized an aspiration of helping middle market businesses be more competitive through impactful research, thoughtful advocacy, and powerful programs for executives and management teams alike. Today, the National Center for the Middle Market is the only research center devoted to this critical driver of the economy in the United States.

We have worked relentlessly to put the middle market on the map – sharply defining this long overlooked economic segment and unveiling foundational research that, for the very first time, put into focus the vital role that mid-sized businesses play in driving our economy. We discovered that the “mighty middle,” despite representing just 3% of all U.S. businesses, accounts for 43 million jobs and a third of private sector GDP. We discovered our nation’s economic bedrock – the market that moves America.

In the pages that follow, you will read about the extraordinary advancements the Center has made in just one year toward achieving our mission. We have strengthened our understanding of the middle market’s most relevant issues, whether managing healthcare costs or expanding into overseas markets. We have provided critical capabilities training to middle market business leaders and helped meet the talent needs of the middle market by connecting these companies to skilled students. The Center launched the Middle Market Indicator, the first national survey to measure the health and outlook of the segment. We also hosted the annual National Middle Market Summit bringing business, academic, public policy, and thought leaders together to explore the ideas that will continue to accelerate growth for this critical segment.

While we are proud of our accomplishments, we are most excited about building on that success – to become the trusted source for the middle market that helps inform, strengthen, and inspire these leading businesses and those that influence their growth and impact.

Our time is now to provide the resources that help middle market companies grow, to understand and meet their unique needs and challenges, and to become a voice of advocacy that reaches across board rooms, classrooms, and seats of government. Our time is now to help elevate the nation’s struggling economy by elevating its most resilient segment: the middle market.

We encourage you to join us in this exciting endeavor.

Christine A. Poon  
Dean and John W. Berry, Sr. Chair in Business,  
Fisher College of Business

Mike Neal  
Chairman and CEO,  
GE Capital

# The Center's Mission: Advancing the Middle Market

Founded in 2011 in partnership with GE Capital, and located at The Ohio State University Fisher College of Business, the National Center for the Middle Market (NCMM) exists for a single purpose: supporting the sustained growth of the U.S. middle market.

The National Center for the Middle Market is the leading source of knowledge, executive training, and innovative research on the U.S. middle market economy. It provides critical insights and analysis to help foster growth, increase competitiveness, and drive job creation for companies in this sector, as well as informing policymakers and other key stakeholders.

## *Center Relationships:*

### **MIDDLE MARKET FIRMS**

Fostering growth, increased competitiveness, and job creation

### **POLICYMAKERS**

Supplying data, perspective, and critical insights on market issues that shape policy and regulation

### **ACADEMIC RESEARCHERS**

Offering opportunities to execute meaningful, solutions-based research

### **MEDIA**

Serving as a trusted source of middle market research and thought leadership

### **STUDENTS**

Providing access to stable, rewarding career choices

### **MIDDLE MARKET SERVICE PROVIDERS**

Offering insight into the unmet needs of middle market companies

## 2011-2012 Center Achievements

CONNECTED WITH  
MORE THAN  
**2,500** ↑  
MIDDLE MARKET  
EXECUTIVES

ENGAGED OVER  
**500+**  
UNDERGRAD AND  
MBA STUDENTS

REACHED  
**72**  
COUNTRIES  
OUTSIDE THE  
U.S. VIA ONLINE  
ENGAGEMENT

ACTIVATED  
**14**   
ACADEMIC  
RESEARCH PROJECTS  
ON CRITICAL MIDDLE  
MARKET ISSUES

HELD THE FIRST EVER  
MIDDLE MARKET SUMMIT 

COMMISSIONED THE LARGEST RESEARCH EVER  
ON THE MIDDLE MARKET

 PUBLISHED THE MIDDLE MARKET  
INDICATOR, A QUARTERLY NATIONAL  
MIDDLE MARKET ECONOMIC AND  
PERFORMANCE INDICATOR

 LAUNCHED  
[WWW.MIDDLEMARKETCENTER.ORG](http://WWW.MIDDLEMARKETCENTER.ORG),  
PROVIDING ONLINE ACCESS TO  
MIDDLE MARKET INSIGHTS AND  
ENGAGEMENT OPPORTUNITIES

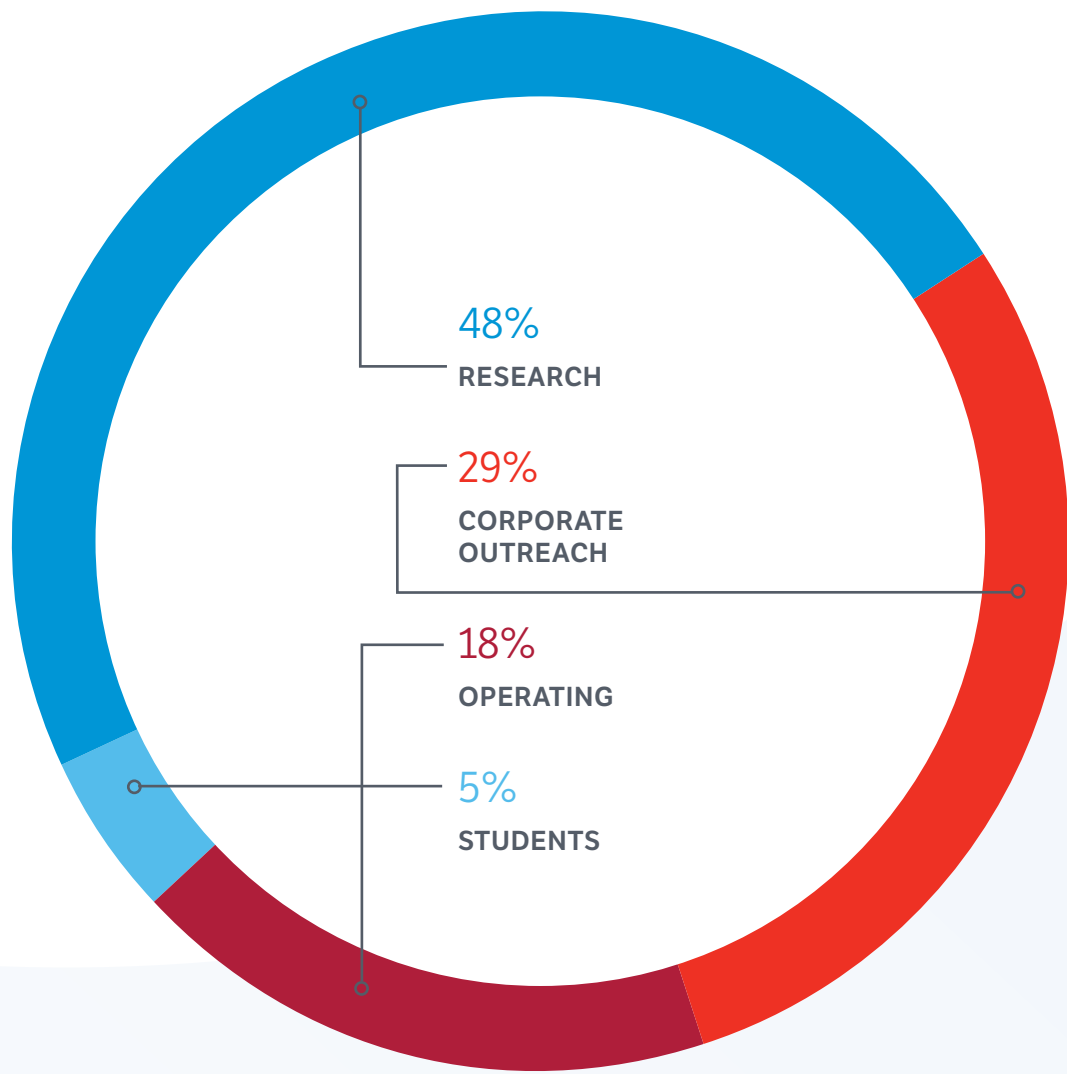


## Investing in Impact

**THE CENTER HAS INVESTED OVER \$1MM TO IDENTIFY ISSUES AND SOLUTIONS FOR MIDDLE MARKET BUSINESS.**

The Center operates on a \$2.1MM annual budget of which approximately \$1MM is allocated to academic and flagship research projects. The projects answer critical questions and provide new knowledge and insight to support middle market firms.





2012 BUDGET ALLOCATION



Agriculture



Wholesale



Transportation

# The Mighty Middle

## AN UNDERSTUDIED MARKET SEGMENT WITH A MAJOR IMPACT.

Largely overlooked in favor of big businesses at one end of the spectrum and small businesses at the other, the middle market is a driving force behind the U.S. economy. The U.S. middle market, which encompasses companies with annual revenues ranging from \$10MM to \$1B, is incredibly diverse, spanning all industry segments and geographies. Though the middle market represents only a small fraction of all U.S. companies, it packs a serious punch, contributing outsized growth and jobs to the U.S. economy despite recent extraordinary economic challenges.

## THE NATIONAL CENTER FOR THE MIDDLE MARKET ENSURES THE VITAL MIDDLE MARKET RECEIVES THE ATTENTION IT DESERVES.

The Center provides a voice and point-of-view for this critical yet understudied segment of the economy, driving national dialogue about its importance and impact. By actively engaging all constituents with a vested interest in the middle market, the Center is diligently expanding the knowledge base and awareness of this vital segment, ultimately fueling its continued success and contributions to the U.S. economy.

## Meet The Mighty Middle Market



**4th**  
LARGEST GLOBAL  
ECONOMY

**\$3.84**  
TRILLION IN PRIVATE  
SECTOR GDP

MORE THAN

**\$9**  
TRILLION IN  
ANNUAL REVENUE



**1.95+**  
MILLION NEW JOBS  
(2010-2011)



82%  
SURVIVORSHIP  
RATE DURING '07-'10  
ECONOMIC DOWNTURN



1/3 OF U.S. JOBS —  
APPROX. 43 MILLION

**2.2+**  
MILLION NEW JOBS  
(2007-2010)

## Middle Market Definition

ANNUAL REVENUES RANGING FROM  
**\$10MM – \$1B**

**197,000**  
BUSINESSES IN ALL INDUSTRY  
SEGMENTS AND GEOGRAPHIES

REPRESENTING  
**3%**  
OF ALL U.S. COMPANIES



# Solutions-Oriented Research

**CREATING NEW KNOWLEDGE AND INSIGHTS TO DRIVE COMPETITIVENESS IN THE MIDDLE MARKET.**

The National Center for the Middle Market conducts proprietary research as well as funds academic research that addresses issues of critical significance to the middle market. The Center aims to enhance the capabilities and competitiveness of middle market companies.

*Anil Makhija, Academic Director of the National Center for the Middle Market and Dean's Distinguished Professor of Finance at Fisher College of Business*

# Innovation

## HOW DOES EXPLOITING INNOVATION IMPACT SHORT-TERM AND LONG-TERM PERFORMANCE OF MIDDLE MARKET FIRMS?

According to 2011 Center research, middle market firms identify two primary performance challenges: 1) innovating new products and services, and 2) improving operational efficiencies.

The research team hopes to understand the consequences of innovation strategy and the impact on both short-term and long-term performance.

This paper will be published in an academic journal and translated commercial white paper by Q1 2013.

**“THERE ARE SEVERAL DIFFERENCES BETWEEN MIDDLE MARKET AND LARGER FIRMS ON HOW THEY MANAGE THEIR INNOVATION PROCESS. PRELIMINARY FINDINGS FROM OUR CASE STUDIES WITH MIDDLE MARKET FIRMS SUGGEST THAT THE INTERPLAY BETWEEN ORGANIZATIONAL CULTURE (E.G. FAMILY OWNED VS. CORPORATE FUNDED) AND APPROACH TO INNOVATION (E.G. INCREMENTAL VS. RADICAL) PLAYS AN IMPORTANT ROLE IN THE DECISION MAKING PROCESS ON WHETHER TO INTERNALIZE OR CONTRACT THEIR INNOVATION.”**

— Aravind Chandrasekaran  
Assistant Professor of Management Sciences,  
Fisher College of Business, The Ohio State University

|  |                       |
|--|-----------------------|
| 26<br>GRANT PROPOSALS                        | 14<br>FUNDED PROJECTS |
| \$875K<br>IN FUNDING                         |                       |
| PUBLISHED RESULTS AND INSIGHTS BY EARLY 2013 |                       |

## Academic Research

### ANSWERING THE MARKET'S MOST CRITICAL QUESTIONS.

The National Center for the Middle Market aspires to collaborate with top-tier academic research institutions to facilitate journal-quality research. Following a rigorous and highly competitive selection process, the Center selected and funded 14 projects for 2012, dispersing nearly \$875K in academic research funding. Each of the accepted proposals addresses a critical middle market issue and will translate into invaluable commercial learnings for the businesses the Center serves.

# 2012 Projects Funded by the Center

| MIDDLE MARKET ISSUE | OBJECTIVE OF FUNDED PROJECTS  | FELLOWS   |
|---------------------|---|---|
| SOURCING CAPITAL    | How do mergers and acquisitions relieve financial constraints of middle market firms?     | <b>Isil Erel</b> — Assistant Professor of Finance, Fisher College of Business<br><b>Michael Weisbach</b> — Ralph W. Kurtz Chair in Finance, Professor of Finance, Fisher College of Business  |
|                     | What motivates acquisitions of middle market firms?                                       | <b>Jay Anand</b> — Professor of Management & Human Resources, Fisher College of Business  |
|                     | How do hedge funds provide alternate sources of funding for middle market firms?          | <b>Isil Erel</b> — Assistant Professor of Finance, Fisher College of Business<br><b>Sergey Chernenko</b> — Assistant Professor of Finance, Fisher College of Business   |
|                     | Does the language of middle market debt contracts inform default risk?                    | <b>Zahn Bozanic</b> — Assistant Professor of Accounting & MIS, Fisher College of Business<br><b>Tzachi Zach</b> — Associate Professor of Accounting & MIS, Fisher College of Business   |
| TALENT MANAGEMENT   | How do middle market firms leverage informal HR strategies?                               | <b>Jill Ellingson</b> — Associate Professor of Management and Human Resources, Fisher College of Business<br><b>Howard Klein</b> — Professor of Management and Human Resources, Fisher College of Business<br><b>Raymond Noe</b> — Robert and Anne Hoyt Designated Professor of Management and Human Resources, Fisher College of Business  |
|                     | How do middle market firms compensate their executives?                                   | <b>Berk Sensoy</b> — Assistant Professor of Finance, Fisher College of Business   |
|                     | What are the consequences of lean implementation to the workforce at middle market firms? | <b>Manus (Johnny) Rungtusanatham</b> — Professor of Management Sciences, Fisher College of Business<br><b>Peter Ward</b> — Richard M. Ross Chair in Management; Chair, Department of Management Sciences; Professor of Management Sciences; Academic Director, Center for Operational Excellence, Fisher College of Business<br><b>Steffanie Wilk</b> — Associate Professor of Management and Human Resources, Fisher College of Business |

| MIDDLE MARKET ISSUE                                     | OBJECTIVE OF FUNDED PROJECTS  | FELLOWS   |
|---|---|---|
| <b>OPERATIONAL EFFICIENCY / SUPPLY CHAIN MANAGEMENT</b> | How do middle market companies develop resilient supply chains?   | <p><b>Keely Croxton, Ph.D.</b> — Associate Professor of Logistics, Fisher College of Business</p> <p><b>Joseph Fiksel</b> — Executive Director, Center for Resilience, The Ohio State University</p> <p><b>Michael Knemeyer</b> — Associate Professor of Logistics Fisher College of Business</p>   |
|   | How can middle market companies use energy efficiently?   | <p><b>Nicholas Hall</b> — Professor of Management Sciences, Fisher College of Business</p> <p><b>Marc Posner</b> — Professor of Integrated Systems Engineering, The Ohio State University</p>   |
|   | What are the implications of supply chain integration to middle market firms?                               | <p><b>Thomas Goldsby</b> — Professor of Logistics, Fisher College of Business</p> <p><b>Martha Cooper</b> — Professor of Marketing &amp; Logistics, Fisher College of Business</p> <p><b>W.C. Benton, Jr.</b> — Edwin D. Dodd Professorship in Management; Professor of Operations and Systems Management, Fisher College of Business</p> <p><b>M. Johnny Rungtusanatham</b> — Professor of Management Sciences, Fisher College of Business</p> |
| <b>INNOVATION</b>                                       | How do middle market firms organize for innovation?   | <p><b>Michael Leiblein</b> — Associate Professor of Strategic Management, Fisher College of Business</p> <p><b>Justin Miller</b> — Assistant Professor of Management &amp; Human Resources, Fisher College of Business</p>  |
|   | How does strategy to exploit innovation impact short-term and long-term performance in middle market firms? | <p><b>Kenneth Boyer</b> — Professor Management Sciences, Fisher College of Business</p> <p><b>Aravind Chandrasekaran</b> — Assistant Professor of Management Sciences, Fisher College of Business</p> <p><b>John Gray</b> — Assistant Professor of Operations Fisher College of Business</p>  |
| <b>ORGANIZATIONAL ISSUES</b>                            | How do middle market firms leverage dual distribution strategies?   | <p><b>Anil Arya</b> — John J. Gerlach Chair in Accounting, Professor of Accounting &amp; MIS and (by courtesy) Economics, Fisher College of Business</p> <p><b>Brian Mittendorf</b> — Associate Professor of Accounting &amp; MIS, Fisher College of Business</p>   |
|   | What are the alliance behaviors of middle market firms in the global market?                                | <p><b>Oded Shenkar</b> — Ford Motor Company Chair in Global Business Management, Professor of Management &amp; Human Resources, Fisher College of Business</p>  |

# Middle Market Indicator

## **THE ONLY ECONOMIC AND PERFORMANCE OUTLOOK INDICATOR OF MIDDLE MARKET HEALTH.**

Because of their considerable economic contribution and diverse makeup, middle market firms are a key barometer of the U.S. economy as a whole. The Middle Market Indicator (MMI) is a quarterly survey of 1,000 C-suite executives that is based on revenue contribution, industry, and region to reflect the entire U.S. census middle market population. By continually monitoring and regularly reporting on these companies, the Center helps drive the growth agenda of the U.S. economy.

The Center released the first MMI on April 25, 2012. Each edition has garnered in-depth coverage from national and regional media, helping raise awareness of the importance of the middle market.



# Growth Indicators

## Revenue Growth

### MIDDLE MARKET

PAST 12 MO.

3Q

5.5%

NEXT 12 MO.

3Q

3.7%

2Q 6.1% 1Q 6.9%

2Q 4.8% 1Q 5.2%

## Employment Growth

### MIDDLE MARKET

PAST 12 MO.

3Q

2.2%

NEXT 12 MO.

3Q

1.3%

2Q 2.0% 1Q 1.5%

2Q 1.8% 1Q N/A

### S&P 500

PAST 12 MO.

3Q

1.6%

NEXT 12 MO.

3Q

1.5%

2Q 4.8% 1Q 9.4%

2Q 4.0% 1Q 4.7%

### S&P 500 (PAST 12 MO.)

LARGE CORP.

3Q

3.4%

SMALL BUS.

3Q

1.2%

2Q 1.0% 1Q 1.7%

2Q 1.0% 1Q 1.9%

## In the News

### 1Q AND 2Q MIDDLE MARKET INDICATOR HEADLINES

*“Middle market firms expecting solid growth.”*

The Washington Post

*“Midsize Companies Lead the Way in Growth and Jobs.”*

Businessweek

*“Middle market keeps losing confidence.”*

Politico – Morning Money

*“Survey: Half of middle-market companies stashing cash.”*

Columbus Business First

### GET THE FULL REPORT:

Download the most recent Middle Market Indicator at [www.middlemarketcenter.org](http://www.middlemarketcenter.org).

# Middle Market Companies On Globalization:

*Should I stay or should I go?*

## THE ISSUE

Middle market companies who operate globally have higher revenues, higher payrolls, and higher R&D investment than their domestic only peers. Why then, don't more middle market companies go global?

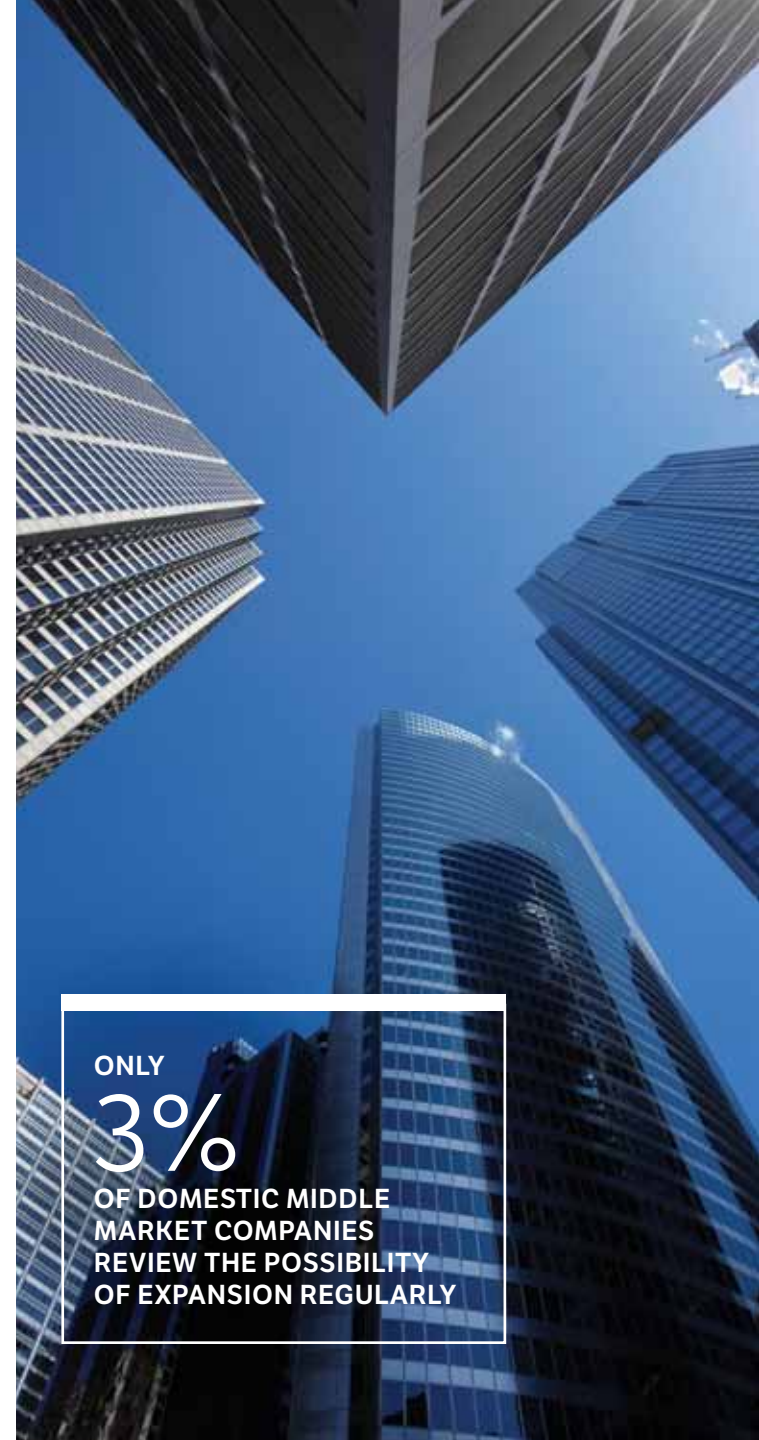
## KEY INSIGHT AREAS

- Attitudes and characteristics of domestic vs. global middle market companies
- Key challenges or barriers that hold back companies from expanding globally
- Key success factors from companies who have expanded globally
- Evolving trends in expansion markets and mode of entry



ONLY  
3%

OF DOMESTIC MIDDLE  
MARKET COMPANIES  
REVIEW THE POSSIBILITY  
OF EXPANSION REGULARLY



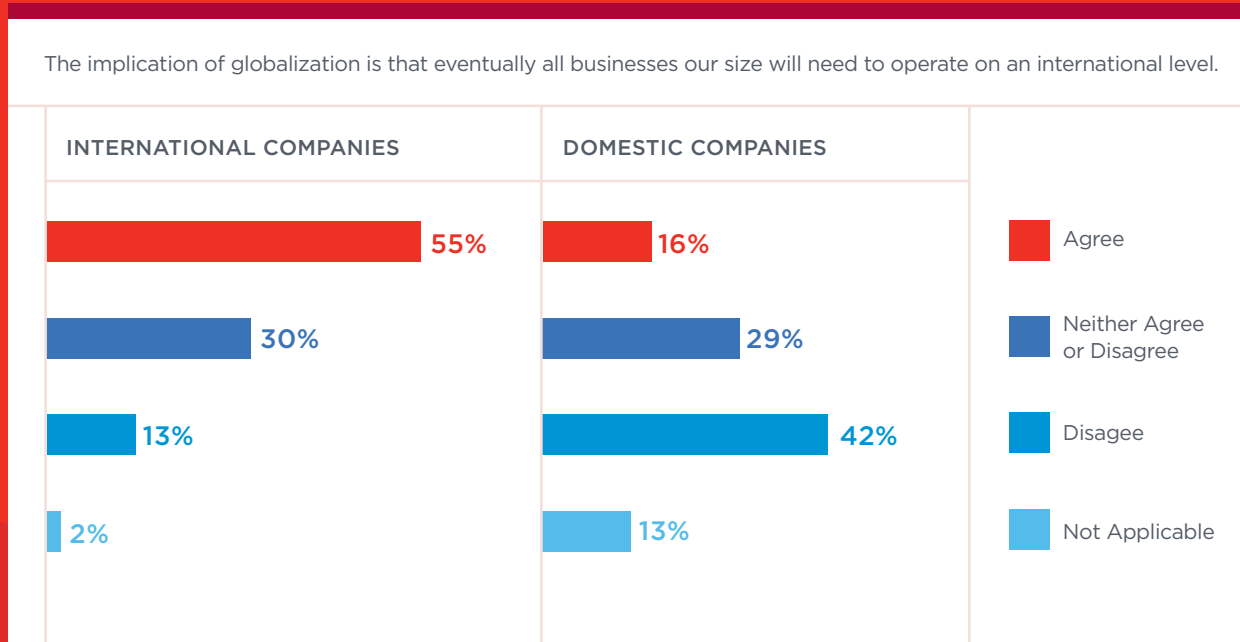
*The greatest differentiator between domestic vs. global middle market companies is not size or ownership structure, but **attitude**.*

*“If you could shrink the world to 100 people, only five would be from the U.S. Economies in the rest of the world are becoming more important. That is the main reason we focus internationally.”*

— John Burke, CEO  
Trek Bicycle Corporation  
\$500+ million annual revenues, privately held

*“A lot of people don’t pay attention to markets they are not in on purpose. That is dangerous. If you are a CEO, you must pay attention to these issues even if you decide not to enter these markets.”*

— Tony DiBenedetto, CEO  
Tribridge  
\$100+ million annual revenues, privately held



#### GET THE FULL REPORT:

Download the full globalization study research report at [middlemarketcenter.org](http://middlemarketcenter.org).

# Corporate Outreach

**PROVIDING THE RESOURCES FOR A MORE COMPETITIVE,  
MORE SUCCESSFUL MIDDLE MARKET.**

Unlike small business that can access training and support through the SBA, or sophisticated multinationals with their own internal resources, middle market companies have largely had to make do without peer networks or a dedicated source of learning and training opportunities.

With the National Center for the Middle Market, these firms now have the committed support they need to increase knowledge and build the capabilities across their organizations.

*“Critical to our mission is elevating the growth and development of middle market companies by engaging them in the exploration of their most relevant challenges and opportunities.”*

— Christine A. Poon,  
Dean of Fisher College of Business

*Fisher College of Business Dean Christine A. Poon and GE Chairman and CEO Jeff Immelt at the opening of the National Center for the Middle Market*

*“Immediately we can take back what we’ve learned from the instructors and speakers, but I have also learned a lot of strategies and gained insights from my fellow attendees, even though they are in businesses unrelated to me.”*

— Craig Watcke, COO, Cheeseman Trucking LLC

*“Every one of the speakers, from the first day forward, they had real application to what we’re doing. The tools we take back to our company I think are going to be really numerous.”*

— Roy Getz, CEO, Raising Cane’s

# Executive Education

## STRENGTHENING LEADERSHIP CAPABILITIES AND COMPANY PERFORMANCE.

Featured as an example of best practices in BizEd—one of the world’s leading business education publications—the Center’s executive education program offers a collaborative problem-solving education experience designed specifically for middle market senior executives. The curriculum combines classroom learning with interactive custom coaching sessions facilitated by world-class Fisher faculty, GE executives, and top industry practitioners.

The inaugural three-day program focused on three core foundational areas for driving growth: customer focus, innovation, and strategy. Each team had the opportunity for one-on-one coaching with Fisher faculty experts. Coaching focused on problem solving a real business impact challenge affecting each team’s organization.



# Executive Education Cohort One

JUNE 4-7, 2012

27

Middle Market  
Executives

8

Middle Market  
Firms

5

High-Impact  
Projects Coached  
by Fisher Faculty

## FEATURED PROJECT



Automotive



Bottling



Oil & Gas



# Talent Management

## THE COMPANY

Briggs Equipment, a Sammons Enterprises company, is a leading provider of premium materials handling equipment, currently with locations throughout the southeastern United States. The company primarily serves the beverage, automobile, manufacturing distribution, and oil field services industries.

## THE CHALLENGE

As a culture-driven, employee-owned company, the success of Briggs' growth initiatives depends heavily on having the right talent in place. A lean operating model and a scarce talent pool specific to the material handling distribution industry have been hurdles to building and maintaining internal bench strength. Fisher faculty and GE Capital executives worked with Briggs' management team to evaluate existing talent and bench strength, identify potential candidates to succeed current managers and/or fill new management positions, and identify talent gaps to support the company's long-term growth strategy.

## THE RESULT

Briggs Equipment developed and implemented a well-defined process from the session with a tangible, well-defined succession planning and talent management process to fill key management positions on an ongoing basis. The company has begun to develop custom development plans for individuals identified as potential future leaders and is implementing an ongoing talent development and assessment process.



*“We have talked about the importance of succession planning and building our bench for a while; now we’re taking action. Now that we have a proactive approach, the long-term benefits will be tremendous in terms of the success and profitability of new initiatives.”*

— Derek Claybrook, CFO, Briggs International and Briggs Equipment



*Jay Dial, Clinical Associate Professor of Management and Human Resources at Fisher College of Business, teaching in the Executive Education program.*

# National Middle Market Summit

## STARTING A NATIONWIDE CONVERSATION.

The largest gathering of its kind, the Center's first annual National Middle Market Summit convened nearly 600 middle market executives, media, policy influencers, and students in a day-long event at The Ohio State University. The keynote affair unveiled landmark research and brought together key middle market constituents, initiating a national dialogue on the significance of the middle market.



*Bill Cary, Senior Vice President,  
GE and COO, GE Capital*



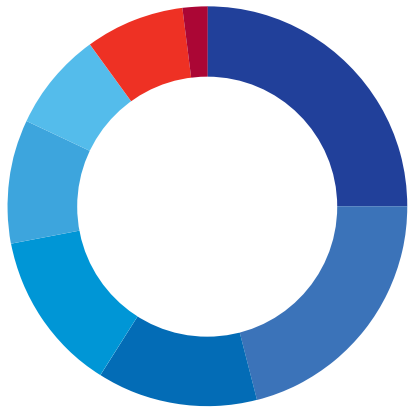
*Marc Benioff,  
Chairman & CEO, salesforce.com*



**2011 National Middle Market Summit**  
**OCTOBER 6, 2011 | THE OHIO STATE UNIVERSITY**  
Prominent business leaders including GE Chairman and CEO Jeff Immelt, FedEx Corporation Chairman and CEO Fred Smith, and Penske Corporation CEO Roger Penske, gave keynote addresses at the Summit.



*Roger Penske,  
CEO, Penske Corporation*



#### STUDENT ATTENDANCE: BROAD ACADEMIC DISCIPLINES

*“A career fair dedicated solely to middle market companies was a great initiative. We didn’t have to compete with larger companies and we were able to speak with almost every student in attendance. Fisher never disappoints in terms of the caliber of students, and we were able to hire Fisher students to join our team.”*

— Darci Williams, Senior Recruiter,  
Resource Interactive, Columbus, Ohio-based digital marketing agency

# Connecting With Tomorrow’s Middle Market Leaders

To ensure the continued success of middle market companies, the National Center for the Middle Market serves as a conduit to connecting the best and brightest students with middle market firms and the diverse and rewarding career opportunities they represent.

#### MATCHING MIDDLE MARKET FIRMS WITH EMERGING TALENT.

For middle market companies, the inaugural Middle Market Career Fair achieved two goals: Educating students about the attractiveness of middle companies as a career destination, and exclusively introducing middle market firms to fresh, new talent with the skills to drive future successes. Due to its success, the Career Fair will become an annual event, much anticipated by students and middle market executives alike.



# Inaugural Middle Market Career Fair

MAY 8, 2012 | THE OHIO STATE UNIVERSITY

181

Business and Engineering Students

30

Middle Market Companies

20

Hires

*Business leaders of today and tomorrow participated in the Middle Market Career Fair.*

*“Ethan Allen was honored to be the focus company for The Ohio State University MBA case study competition. The fresh and insightful perspectives the student participants presented validated many of the initiatives underway at Ethan Allen. As a middle market company, having access to that group of bright minds was invaluable.”*

— Craig W. Stout, Vice President - Product Development,  
Ethan Allen Global, Inc.

# Fisher Invitational Case Competition

## **APPLIED LEARNING FOR TOMORROW'S LEADERS.**

Sponsored by GE Capital, the 20th annual Fisher Invitational Case Competition featured a live business case from a prestigious national middle market company, giving first-year MBA students the unique opportunity to influence corporate decision-making and interact with c-level executives on a real business challenge. During the highly competitive event, students from Big Ten business schools had 24 hours to analyze a case for Ethan Allen, develop a plan to double the retailer's revenues, and present recommendations to a discerning panel of industry experts.



# 20th Annual Fisher Invitational Case Competition

APRIL 12-14, 2012

9

Universities

40

Top MBA Students

24

Hour Turnaround Time

1 first place team:  
**Tippie College of Business,  
The University of Iowa**

Students visited an Ethan Allen store to interact with employees and meet with a design consultant, gaining firsthand insight into the retailer's business challenges.

*Ethan Allen design consultant briefing students*

# The Center's Future

## EVOLVING INTO THE 'GO-TO' SOURCE FOR ALL THINGS MIDDLE MARKET.

The National Center for the Middle Market is rapidly establishing itself as a national authority on the middle market and the gateway for all constituents seeking to engage with this powerful segment of the economy. In coming years, the Center will continue to expand its reach, influence, and visibility, all with the mission of fueling the middle market's ongoing success.

### MIDDLE MARKET FIRMS

#### HELPING MIDDLE MARKET COMPANIES GO FROM GOOD TO GREAT

- Through actionable, issue-driven research driving to practical solutions
- Through executive education, content and capabilities to support growth
- Through thought leadership councils, networking and events

### POLICYMAKERS

#### ACTIVE ENGAGEMENT ON IMPORTANT POLICY RELATED ISSUES

- Quarterly briefings on the latest middle market insights
- Deep insights on middle market flagship issues (e.g. globalization)
- Regional and local policy forum events

### ACADEMICS

#### A GLOBAL RESOURCE FOR ACADEMIC RESEARCH ON THE MIDDLE MARKET

- Expansion of research beyond U.S.
- Address issues/challenges that are 'global'
- Strong translation of academic papers into practical solutions for middle market businesses

### MEDIA

#### BRING ATTENTION AND MEDIA FOCUS TO THE MIDDLE MARKET

- Through quarterly media briefings on latest insights
- Through being the trusted authority on the middle market
- Through conference speaking engagements and press interviews



| Future Growth Focus  |  |   |  |
|--|--|---|--|
| 2012   | 2013 – 2016  |   |  |
| <b>1. Launch</b><br>GREAT NEW RESEARCH<br>AND ENGAGEMENT<br>PROGRAMS | <b>2. Grow</b><br>MIDDLE MARKET<br>BUSINESSES KNOWLEDGE<br>& COMPETITIVENESS | <b>3. Lead</b><br>IN MIDDLE MARKET<br>ACADEMIC JOURNAL<br>PUBLICATION | <b>4. Engage</b><br>AND INFLUENCE<br>POLICY MAKERS<br>& THINK TANKS        |
|  | <b>5. Partner</b><br>TO PROVIDE SOLUTIONS<br>FOR MIDDLE MARKET<br>COMPANIES  | <b>6. Provide</b><br>TRUSTED RESEARCH<br>& PERSPECTIVES<br>TO MEDIA   | <b>7. Attract</b><br>AND EDUCATE<br>STUDENTS TO NEW<br>CAREER DESTINATIONS |

**THE 'GO-TO' SOURCE FOR ALL THINGS MIDDLE MARKET**

# National Center for the Middle Market Leadership

The National Center for the Middle Market relies on the expertise, insight, and guidance of Fisher College of Business faculty members and prominent middle market executives who make up our governing boards and committees.

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The National Center for the Middle Market operates  
under the direction of a dedicated full time staff  
with the support of a team of committed graduate  
assistants and student interns.

### Anil Makhija

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**Fisher College of Business at The Ohio State University** is dedicated to uniquely preparing the next generation of business leaders through distinguished faculty and a highly innovative curriculum. Key to Fisher's mission are interdisciplinary business partnership centers, such as the National Center for the Middle Market, focused on issues of great strategic importance to the global business community.

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