

Inside



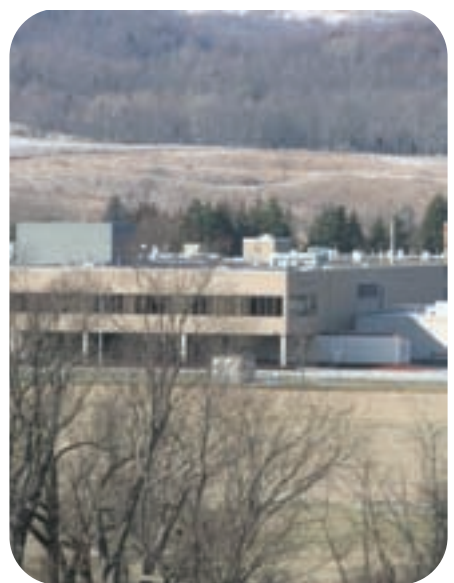
Procter & Gamble's impending departure marks the end of an era in Norwich.

PAGE 64



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PAGE 65



Norwich Pharmaceuticals tightens its belt in hopes of a better year ahead.

PAGE 67

Fast Facts

10,513

Persons in Chenango County suffering from a long-term disability, according to quickfacts.census.gov.

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PHOTO BY TYLER MURPHY

All it takes is vision

Issue: Entrepreneurism

The real backbone of Chenango's economy: Entrepreneurs

BY MELISSA STAGNARD
The Evening Sun

An entrepreneur, according to the Merriam-Webster Online Dictionary, is "one who organizes, manages and assumes the risk of a business or enterprise."

What role do entrepreneurs play in the local economy? According to Enzo Olivieri, who was recently honored by Commerce Chenango as Entrepreneur of the Year, they are the local economy.

"Mom and pop small businesses are the bread and butter, and the heart, of the local economy," said Olivieri, who owns not one, but four businesses in Chenango County.

He and his wife Irene, who relocated to Greene from New Jersey in 2006, operate Hilltop Building and Construction, Nathanael Greene's Publick House, American Eagle Trailers and, their newest business venture, Hilltop Wood Pellets, which they started in November.

"The fact is you can't go half way into entrepreneurship. A business, like a newborn, takes everything you've got."

MARTHA BROWER RYAN

And that's not all. Together they own a number of commercial and residential properties in Greene and the surrounding area, and Olivieri has a New York State Real Estate license, which he puts to use with McKinney Real Estate.

"I've always loved the challenge of whatever I do," he explained.

Olivieri's definition of an entrepreneur varies slightly from that provided by Merriam-Webster. To him, an entrepreneur is someone who "has a vision, the drive to commit to that vision and the team to do it with."

"We've all got it in us; it's a matter of execution," he says.

So, does he consider himself an entrepreneur?

"By that definition, yes," he said. "But I've always considered myself as more of a visionary." And someone who is able to identify what needs there are in a community and finding a way to provide that needed service.

Olivieri was born in Italy, but moved to the United States at the age of 2.

"Even when I was a small kid, I wanted to own my own business," Olivieri explained. He stayed true to that dream, opening an automotive repair shop in his hometown of Bloomfield, N.J. while he was still a young man.

He and Irene bought their first piece of property in Greene shortly before they were married, later

choosing to relocate to what had been their seasonal residence. Not only did they want to raise their daughter in their adopted community, but Olivieri also recognized the potential of the area.

"I saw plenty of opportunity up here for business," he said.

And despite the challenges of doing business in this state, Olivieri said he still sees plenty of potential right here in Upstate New York.

"I see an opportunity for manufacturing; I see opportunity for retail stores. All of these needs people have are opportunities."

Regardless of what opportunities Olivieri sees or decides to take advantage of, he and others like him operate in what Bruce Erath, a business and financial consultant with The Voss Group, calls "the results economy."

Erath subscribes to the idea, first proposed by entrepreneurial guru Dan Sullivan, that there are two separate economies. He suggests that 85 percent or more of all Americans participate in the "time and effort economy," where, as

CONTINUED ON PAGE 62

DESTINATION: CHENANGO

Pumpkin Festival

Despite another torrential downpour courtesy of Mother Nature, there were 4,428 carved jack-o-lanterns at the 11th Annual Norwich Pumpkin Festival in October 2009.

The Pumpkin Festival, held in the city's East and West parks, begins at noon Friday and runs until Saturday night.

Organizers this year brought in roughly 1,000 pumpkins to be carved and lit. They also encourage members of the community to bring their own. Carving stations are available for large groups.

"It's a nice festival for all ages," said longtime volunteer and Entertainment Coordinator Marilyn Oliver. "It's a free, fun, family event. And it's great to see kids bring in pumpkins and be a part of it."

Throughout the festival, the thousands of pumpkins are arranged on a pyramid of scaffolds at the center of town and on shelves along the street. At dusk Saturday, they're lit, and the event concludes with an official pumpkin tally at 9 p.m., followed by a fireworks show.

The festival is free, featuring live music, dancers, street performers, balloon artists, crafters, costume contests (dogs and people), bake off,



PHOTO BY FRANK SPEZIALE

wagon rides, a petting zoo, kid's bounce house, and numerous children's activities, including the YMCA's Halloween Parade and a Haunted House.

The festival goes on rain or shine - but mostly it's been rain. To ward off the showers, this year's festival featured an intricate network of connected tents.

Issue: Entrepreneurism

Putting everything on the line -

CONTINUED FROM PAGE 61

employees, they put in time and effort and are compensated accordingly. Their employer absorbs both the costs and the benefits of their labor.

The other 10 to 15 percent of the population, according to Erath, are compensated, not for their time and effort, but for their accomplishments. They also absorb the risk of their endeavors.

Those who choose to operate in this risky yet potentially rewarding results economy are entrepreneurs, he says.

According to Erath, those who have the courage to step out of the time and effort economy and take a chance on starting their own businesses often have certain characteristics. For example, they are often problem solvers and positive thinkers, and therefore likely to see problems as challenges which must be overcome rather than as insurmountable obstacles. They are usually goal-oriented as well, and aren't afraid to talk about their goals and aspirations with those around them.

"The best of them surround themselves with successful people," he added. "They seek good advice and are often willing to pay for it."

Entrepreneurs must face a higher level of risk than those who choose to operate in the "safer" time and effort economy, but the potential for reward is also much higher.

"True wealth in this country comes from entrepreneurs," reported Erath. "Entrepreneurs and businesses pay for everything."

That is why, in his opinion, entrepreneurship should be encouraged, particularly in youth.

In today's education system, students are more often than



Commerce Chenango's 2009 Entrepreneur of the Year Enzo Olivieri shows off the bar at Nathanael Greene's Pub & Grill. The establishment is one of four businesses and countless properties Olivieri and his wife Irene own in and around Greene. (Photo by Melissa Stagnaro)

not encouraged to go to college in the hopes of getting a good job with a good company when they graduate, rather than being encouraged to own that good company some day, he explained. "It's as though that option doesn't exist."

Erath wants to see more young people dream of owning their own business, much like Olivieri did in his youth.

"Right now, that message isn't getting across to our kids." That is why he fervently supports the movement to change that, both at the college and university level and even at the secondary level with the BOCES New Vision program.

"I think there is going to be a tremendous opportunity for young people (to start businesses) particularly in the trades arena," he said.

Erath is also a proponent for regulatory reform, particularly in New York State, where he says the staggering number of regulations in some industries,

not to mention high taxes, make staying in business increasingly difficult. In order for New York to be more business friendly, he said he believes the state needs to have more sensible regulation which accomplishes a goal. In addition, taxpayers need to receive value for the money they pay in taxes.

"We have to be cognizant of the fact that if we don't make our business environment more user friendly, we (as a state) may one day be out of business," he said. Particularly in light of the fact that due to information technology, communications infrastructure and the speed at which goods can be transported, many businesses are extremely mobile.

Like any good entrepreneur, Erath sees the challenges which New York businesses must face as an opportunity "for those who are willing to go through the hassle" of doing business in the Empire State. For those who are successful at it, the risk

is well worth the reward, he explained, because they have the potential to "make a tremendous living, and accumulate incredible wealth."

According to Martha Brower-Ryan of Brower Communications, who makes her living helping budding entrepreneurs realize their dreams of business ownership, there is no shortage of opportunities for those willing to take the plunge. With today's ever-changing markets, emerging technologies and the connectivity of the Internet, new options and opportunities are created every day.

"Entrepreneurship is innovation and energy in a New York minute," she said.

And if there was an upside to the financial crisis of 2009, Ryan says it is that it has spurred people to take the entrepreneurial spirit to the next level.

"More universities enhanced their curriculums to include on-line programs and educational degrees in entrepreneurship," she explained.

Other industries are also taking pointers from entrepreneurs, too, according to Ryan.

"Non-profit organizations had to reinvent their strategies and incorporate entrepreneurship tactics not only to fundraise but to run their programs as self-sustaining ventures," she reported. Even politics is taking a page out of the entrepreneur's handbook, she added, citing Barack Obama's presidential campaign.

But despite the many opportunities, Ryan does stress that being an entrepreneur isn't necessarily for everyone.

"Not everyone can run a business," she said. In her opinion, the most successful entrepreneurs are ones who persevere, work collaboratively, network, are consistent and build their business around their val-

ues.

"The fact is you can't go half way into entrepreneurship. A business, like a newborn, takes everything you've got," said Ryan.

It also takes planning, goal setting and constant analysis.

"The most successful local entrepreneurs I know and love never take the business plans out of their heads," she said.

According to Ryan, Chenango County was made for entrepreneurs. But the key is giving them access to the information and resources they need to get started and be successful. Luckily, that is where Commerce Chenango Economic Development Specialist Jennifer Tavares comes in.

"We try to have all the tools and resources an individual would need in order to pursue their entrepreneurial endeavors," explained Tavares. "This includes our small business resource guide, information on local, state and federal permits and processes related to doing business, financing options and business planning resources."

And even if she doesn't have all the information a prospective business owner may need, there is a good chance she'll be able to point them in the right direction to find it. Two of the resources she often encourages budding entrepreneurs to tap into are the Small Business Development Center at Binghamton University, which spends one day a month doing one-on-one counseling out of the Commerce Chenango office, and the Service Corps of Retired Executives (SCORE), which also provides direct counseling in the area.

Those interested in setting up an appointment with the SBDC can do so by calling the Chamber at 334-1400. The regional SCORE office can be contacted by phone at 772-8860 or by vis-

iting their website at www.greaterbinghamton-score.org.

"With the amazing wealth of resources available through the Internet, and organizations like ours, there is no reason for anyone to go through the business start up process alone," said Tavares.

According to the economic development specialist, she had more than 150 inquiries last year from individuals seeking information on starting a small business.

"We also had over 150 distinct inquiries and referrals to our microenterprise program - a special program geared towards providing classroom training, technical assistance and funding opportunities for budding ... small businesses of 1 to 5 employees," she reported.

While she admits that not everyone who seeks information on starting a small business is able to realize that dream, she said she is always proud of those that do.

"It is so exciting and gratifying when someone goes through the business planning process, really understands the meaning of the financial information they have put together, and succeeds in opening a business," Tavares said.

And the bottom line is that entrepreneurs are essential to the long term viability of the local economy.

"Our community needs people that are willing to take the risks, supply necessary goods and services to their neighbors and employ local residents," she explained.

Olivieri had a few words of advice of his own for anyone who wants to start their own business.

"Follow your dreams," he said. "Go out there and just do it."



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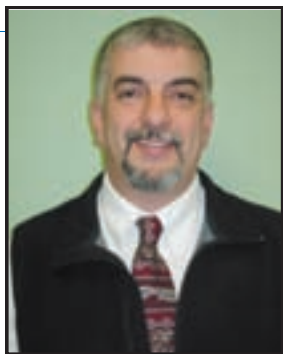


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Procter & Gamble Pharmaceuticals

P&G's departure marks the end of an era

By MELISSA STAGNARO
The Evening Sun

By the end of this year, the last vestiges of Procter & Gamble's once thriving pharmaceuticals operation here in Chenango County will be no more. While the multinational company's departure marks the end of a 28-year chapter in the area's history, the organization has left a lasting impression on the community of which it has been so integral a part for nearly three decades.

Founded in Cincinnati in 1837 by William Procter and James Gamble, P&G has evolved from its humble beginnings as a soap and candle manufacturer into one of the world's largest corporations. According to the company's website, it now serves 4 billion customers in over 180 countries worldwide. Its portfolio includes 22 "billion dollar" brands, such as Tide, Crest, Duracell, Gillette, Pringles, Iams and Olay.

Still headquartered in the Cincinnati area, P&G is recognized as a pioneer in market research, consumer relations and research and development, as well as for its philanthropic and leadership development efforts. It currently employs approximately 135,000 people in 80 countries around the globe.

Some of which are based in Norwich, at least for another few months.

P&G first came to Chenango County in 1982, when it

acquired Norwich Eaton Pharmaceuticals, Inc., an outsource manufacturer of pharmaceuticals. At its peak, the company employed more than 1,000 between three local facilities - the Eaton Avenue complex which housed administrative and marketing offices; a product manufacturing plant in North Norwich and a product development facility at Woods Corners. Drugs developed and manufactured in Norwich include Macrobid, Macro-dantin and Actonel.

P&G's arrival marked a time of economic prosperity for the county, with professionals moving to the area, buying or building homes, raising families and contributing to the community through volunteerism and charitable giving.

Change came, however, in 1996 when P&G relocated the administrative and marketing functions from Norwich to the company's corporate headquarters in Cincinnati. In the process, they vacated the Eaton Avenue facility.

Rather than selling off the historic building, however, they chose instead to donate the structure to Chenango County. As part of the package, they also provided funds to maintain the building for the first five years. P&G's gift allowed for the creation of the Eaton Center, which began as a project of the CC Area Corporation. The office complex, now under private ownership, remains in operation today.

Employment had dipped to 600 by the time P&G announced its intention to divest itself of the North Norwich facility in 2001. The plant is now the home of Nor-

wich Pharmaceuticals, Inc., an outsource manufacturer of pharmaceuticals.

There was more bad news in June of 2007, when company officials announced they were in negotiations to outsource the development work done at the Woods Corner Technical Center. If the work was outsourced, they said at the time, the plant would be closed over the next two years.

Four months later, the official announcement of the facilities impending closure came from P&G's President of Global Health Care, Tom Finn.

"This was a particularly difficult decision given our long heritage and personal ties to Norwich," said Finn, in a statement issued in October 2007.

The corporate executive acknowledged that Norwich Eaton had been "the cornerstone" of the company's entrance into the pharmaceutical industry when it was acquired in 1982.

"We deeply appreciate the impact this decision has on our employees and the community," Finn stated, explaining that he himself he had spent the first 10 years of his career in Norwich. "However, the pharmaceutical industry has changed a lot in the past 25 years and we also need to continue to evolve to remain viable and sustain our business."

At the time of the announcement, approximately 160 employees were employed at the facility, some of which were given the opportunity to transfer within the P&G organization during



Recipients of Procter & Gamble Pharmaceuticals' sustainability gifts in June of 2008 were: Victoria Mitchell, campaign director for the United Way; Dominic Shea, board president, Chenango County Council of the Arts; Victoria Kappel, CCCA's executive director; P&G's External Relations Leader Scott Docherty; Mary Weidman, board president, Chenango County Historical Society; Steve Cammarn, P&G's Woods Corners site manager; David Drucker, executive director of the Historical Society; United Way Board Chairman Jim Currie and Maureen Carpenter, executive director of the Chenango Foundation. (Photo by Frank Speziale)

the transition period.

The next big news came on Oct. 30, 2009, when P&G sold its global pharmaceutical business to Warner Chilcott, an Irish pharmaceutical company specializing in women's healthcare and dermatology. Twenty-one of the Woods Corner facility's remaining 90 employees transitioned to Warner Chilcott as a result of the deal, as did approximately 1,900 other P&G employees.

P&G's pharmaceutical manufacturing facilities in Germany and Puerto Rico changed hands as part of the deal. The Woods Corners facility, however, did not.

According to Lisa Van Skaik, a representative from P&G's Health Care External Relations, 69 P&G employees remained in Norwich at that time.

"The (remaining) 69 employees are completing work to close the site as well as transition the Pharma business to Warner-Chilcott," she reported in November. "They will either retire or separate from P&G over the next 10 months."

At that point, P&G was already "actively engaged in discussions" to sell the 88-acre site, Van Skaik said. In December, it was revealed that the company they were having those discussions with was Agro Farma, the Columbus-based yogurt manufacturer which produces Chobani Greek-style yogurt.

The deal, which Agro Farma says could create as many as 350 new jobs over the next 3 to 5 years, has yet to be sealed.

Commerce Chenango President Maureen Carpenter has worked closely with P&G to find a buyer for the 350,000 square foot 1950's era facility.

"The final exodus of Procter & Gamble in Norwich is truly an end of an era," she said, while their departure

will be mourned, she also believes their contributions should be celebrated.

"Throughout their history in Chenango County, they have provided contributions and sponsorships to our communities," explained Carpenter, whose organization honored P&G with an Award of Appreciation in 2008. "Our community is better for them having been here."

Numerous local organizations have benefited from P&G's philanthropic activities over the last 28 years. According to the chamber, some of the company's major contributions have included the donation of \$1 million by the company and its employees since 1990, for Chenango Memorial Hospital's building fund and extensions; over \$500,000 to The Children's Center; \$30,000 toward the creation of the Northeast Classic Car Museum; and a corporate gift of \$200,000 to the Norwich Family YMCA's capital campaign in 2000. They also gifted the pharmaceutical museum at the Eaton Center, which houses memorabilia documenting the history of the pharmaceutical industry in Norwich, to the Chenango County Historical Society.

In mid-2008, P&G donated \$500,000 to four local non-profit groups, to help sustain the organizations in the long term. The largest chunk of that money, \$400,000, was given to the Chenango United Way.

According to CUW Executive Director Elizabeth Monaco, P&G's gift was invested in an endowment to ensure the long-term viability of the program. The interest from the planned giving fund will not only offset the organization's operating costs but also fund a Youth Philanthropy program at Norwich High School.

"I'm so grateful for what

they've done over the years," Monaco said, explaining that P&G had been a substantial contributor over the years. Between their corporate gift, and the contributions of employees and retirees, she said, P&G had accounted for as much as 25 percent of CUW's annual campaign in the past.

Monaco said she considers P&G's departure as more than just a financial loss, but also one of people as many of the company's staff had served on the volunteer organizations board over the years.

"It's hard to say goodbye," she said.

Also included in P&G's bequest were \$50,000 to the Chenango County Council of the Arts; \$25,000 to the Chenango County Historical Society; and \$25,000 to the Chenango Foundation's Leadership Chenango Program.

According to Carpenter, who also serves as Executive Director of the Chenango Foundation, former P&G Senior Vice President of Worldwide Research and Development Harry Tecklenburg was a driving force behind creation of the leadership program.

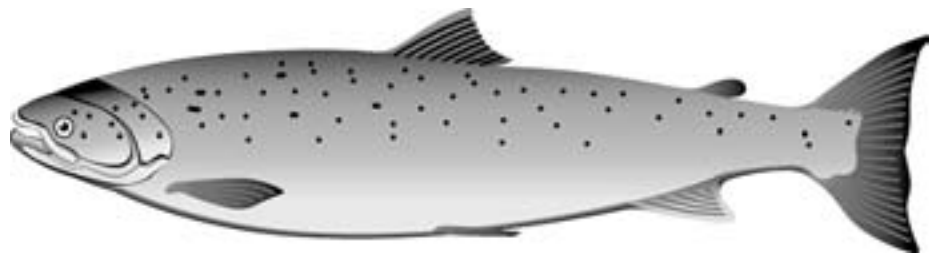
"This (program) has afforded Chenango County with over 220 individuals serving in a leadership role and giving back to the community," she said. "This is a legacy Procter & Gamble can be proud of."

The greatest loss, according to Carpenter, is not just the company but the people who came with it.

"(They) were people who came here and fell in love with our community and all it has to offer, people who have given their time, expertise and even money to make our community a better place," She said. "They will truly be missed."



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SoCom Media/New Media Retailer

New business targets an emerging need

By **JEFFREY GENUNG**
The Evening Sun

Everywhere you look these days, someone is talking about social networking – whether it be Facebook, Twitter, blogs or other websites, people are making connections through the Internet more than ever before.

Businesses, too, are looking to cash in on their social equity, harnessing the power of online networking to raise awareness about their products or services, and establish and enhance their brand image.

Sure, anyone can set up their own Facebook page, or start Twittering within minutes. But without a clear plan in mind, a lot of what companies do online can be just so much extraneous noise and wasted effort. How do businesses, large and small, properly take advantage of all that social media has to offer them? How do they maximize their potential online without distracting themselves from their core business?

That's where a new, Norwich-based company comes in. SoCom Media provides marketing and technology services to the local and national retail markets, specializing in customized social media strategies.

The brainchild of owner and President Jeanne Brightman, whose experience in marketing goes back over 25 years with Norwich's Snyder Communications, SoCom Media recognizes that opportunities for growth in print-related industries have become increasingly dependent on the needs and opportunities presented by advancing technology.

"SoCom Media offers a completely branded solution for retailers' online presence," Brightman said. The new company formed in July

of 2009, and has since been adding staff, developing software solutions and marketing itself to potential customers.

"The response has been overwhelming," Brightman said of SoCom's initial prospects, which were treated to glimpses of the company's offerings this fall at trade shows in the hardware, home center, nursery, agricultural, lawn & garden and pet industries.

Brightman said the company is working to bring 200 retailers on board for its initial launch. They're looking to do beta testing on their software in April and go live for national customers in June.

While SoCom Media, which also does business as New Media Retailer, will initially target handling the online presences of existing Circulars Unlimited customers, Brightman sees a much larger scope for the company down the road. "Eventually we'll be able to provide these services for local retailers," Brightman said, giving examples of how local merchants would contract with the company to manage their online operations, marketing and branding.

"A lot of smaller retailers experiment in building an online presence, and have some successes," Brightman said, "but we'll be able to bundle an entire package for them – to give them a professional website and all the elements they need for e-mail marketing, building fan bases and followers, really building relationships with their customers online."

SoCom's plan is to manage a customer's online presence from start to finish – building and hosting websites, developing e-mail and direct mail marketing plans, writing and publishing blogs, expanding their social networking reach – and giving them the analytical software to track the success of all that.

"Jeanne was exploring a

new business model and working on a new concept for a marketing agency when this idea was born," said Vice President of Operations Joseph Root. Brightman credits Craig Ballinger, Vice President of Research and Development, for his help in the very early stages of building the business model. "The idea expanded and became focused on software development as well," Root said, explaining how SoCom's staff is currently producing a software package that automates, organizes and structures content specifically tailored to a business' online needs, producing websites and updating social media outlets dynamically. "This is where you've got to be in today's marketplace," Root said.

The new company, headquartered at 29 Lackawanna Ave. in Norwich, has brought together an elite team of IT, software development, graphic design and marketing professionals dedicated to meeting the new media needs of retailers across the country. In addition to Brightman and Root, SoCom Media/New Media Retailer features the talents of Vice President of Research and Development Craig Ballinger, Senior UI Designer Savannah Wolf, and Marketing Project Managers and NMR Specialists Tracy Stewart and Derik Frost, as well as contracted programmer Dan Moseley. Brightman said the company is looking to add two more NMR specialists in the coming year, as well as another programmer and a corporate marketing specialist.

"I want to personally thank the team for putting this all together and making this become a reality," Brightman said. "A lot of work goes into creating something as comprehensive as this. It's going to be an exciting year."

For more information, see www.SoComMedia.com and www.NewMediaRetailer.com

Success Stories



Snyder Communication Corporation

It's a pretty big umbrella, but under the umbrella name of Snyder Communication Corporation falls six different companies. Locally these companies are The Norwich and Sidney Pennysavers, *The Evening Sun*, Circulars Unlimited, and Sun Printing. Along with two other divisions based in Cobleskill and Richfield Springs, they account for the publishing of seven free community publications, a paid five-day daily newspaper, a paid weekly newspaper, the printing of those papers and more, plus the graphic design and production of millions of advertising circulars.

To say it was a challenging year would be an understatement, reported Dick Snyder, owner of Snyder Communication Corp. Our products are a reflection of the retail community both here locally and all across the nation. And for most of our customers sales were down. When that happens retailers have a choice. Either you pull back or you keep pushing ahead hoping to increase your share of whatever market you're in. Fortunately we have a remarkable team of very experienced sales professionals who work one-on-one with their retailers to keep their advertising message in front of their customers. And it worked. Our publications are still the number one advertising marketplace for autos, real estate, food, entertainment and everything else ... And for many of our customers their business is starting to pick up.

That's what happening on the outside. On the inside we have worked very aggressively on the expense side of our businesses, reducing expenses in almost every area. Because of these efforts we have been able to stay financially positive while we all wait for the economy to turn around. But ... there truly has been a bright spot. In late 2008 we very reluctantly had to increase the cost of *The Evening Sun* by a quarter. It's only a quarter, but I still worried about how our readers would react. Fortunately there were only a few complaints but we really no longer had a choice. With the tremendous increases in the cost of newsprint and of gas, it was either raise the cost or stop delivering. But the combination of our readers staying with us and the Binghamton Press & Sun Bulletin dropping their rural delivery in most of our area, kept our numbers up and for the first time in many years, *The Evening Sun* actually turned a profit. Of course, it wasn't just that little quarter that did it. It was also the outstanding efforts of our carriers, our advertising sales department, Sports Editor Pat Newell, an excellent staff of reporters, and the dedication of Managing Editor Jeff Genung.

Throughout all of the various companies we have tremendous experience and talent. People who are the very best at what they do. They along with our very loyal readers and advertisers will make our 60th year in business a very good one.

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Success Stories

Save-A-Lot

Save-A-Lot is one of the nation's leading extreme value, hard discount grocery chains, operating nearly 1,200 value-oriented stores in all types of neighborhoods.

We deliver our customers terrific savings, up 40% compared to conventional grocery stores.

Our grocery store network spans from Maine to California, serving more than 4 million shoppers each week. Customers enjoy savings on exclusive Save-A-Lot brands and national brands, plus USDA-inspected beef, pork, and poultry, farm-fresh fruits and vegetables and non-food items.

Our Vision

We help our customers to live richer, fuller lives by saving them money and time through a compelling, convenient shopping experience featuring great food, great prices and great people every day.

Our Mission

Our mission is to make a positive difference in our customer's lives by saving them money and time on everyday needs.

The Save-A-Lot Store of Norwich is proud to be re-opened for your convenience. Save-A-Lot stores are known for there no frills great every-

day values. Save-A-Lot customers love the variety of everyday grocery items they need for their families. Most customers here realize that they can make their hard earned money go farther on their grocery bill, while not sacrificing on quality.

Original store owner Eric Bowers is extremely pleased with the overwhelming response to the stores re-opening. Eric credits the Save-A-Lot company for there help and support, but, most importantly, Eric recognizes and appreciates the 20 hardworking employees who stood by him, and mean everything to this stores success.

Great Food. Great Prices. Great People. Great Customers.

You can find us in the South Plaza – Rte 12 South, Norwich.

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Success Stories

Gus' Steakhouse

A success story, where do I begin, I am not a success but instead an individual that has learned and continues to learn the value of respect, and tributes each day that I live. It has been the experiences throughout my life, and here at Gus' Steakhouse that give me the internal feeling of being a success.

I am thankful when I am tired and weary because it means I have made a difference. A life of fulfillment comes to those who appreciate the setbacks they have encountered. Also, I am thankful that I have made a few mistakes along the way, and received a few scars, because I can now look at them and smile knowing that I have learned something great.

Likewise, I work hard at what I do and I give it my very best to overcome obstacles. I laugh at my mistakes, and praise myself for learning from them. I have learned that I do not find success because of a lack of challenges, but in spite of them. Instead of letting obstacles stand in my way, I have learned to use them as stepping stones.

I have learned that if someone loves you, love them back unconditionally, because they may open your eyes and heart to something you would have never seen without them. Also, I have learned that if someone betrays you or breaks your heart, you should forgive them because they have helped you to learn about trust and the importance of being cautious to whom you open your heart.

Moreover, I have learned to express and demonstrate the importance of old fashioned values such as respect and integrity, by finding the time to share a moment with a community of a different era. I have found success in different areas of my life, however if I did not have the most important people in my life with me, all the success would be meaningless. Someone once asked, "How can you stand to be stuck in the restaurant with your husband and kids all day long?" The way I look at it, I do not have to be, I have the privilege to do so. My family makes me feel like the most important woman in the world,

and that is what makes me a success. I love the way I feel about myself because of them.

While other mothers are mourning the loss of their children, I count all the joy that I get to embrace them every single day of my life.

I know that one day, the rug can be pulled out from under me. Life has a funny way of letting you know that you are not always in charge. Conversely, I find myself taking advantage of every moment I find precious, and never taking for granted the things I know I could never live without.

Furthermore, we can all find success in our journeys and obstacles. Unfortunately, we have our days where we put things off until tomorrow. We stall when it comes to calling our sister, or visiting our parents. We put off until tomorrow what can be done today. The problem with doing this is that today's events become yesterday's memories. Do not put off your memories by worrying and delaying, for today's strengths can take away tomorrow's worries.

In addition, I know that everyone reading this article has the potential to succeed. One may never be 100 percent satisfied, but if one inquires about values and experiences, then it is made possible for one to proceed on a path of success and internal happiness. My hope today is that I have touched one of you with a word of encouragement and if we continue to approach life with an optimistic view and continue to learn, we're only bound for success.

Finally I would like to take this opportunity to announce our 4th annual Senior Citizens Prom, scheduled for Sunday, May 16, 2010. This year I will not be asking for any personal donations, but would like to say thank you from the bottom of my heart to my supporters in the past, and most of all the volunteers that have shared their time with the Prom from the beginning of its inception. I would not have accomplished so much without all of you, and as always new volunteers are more than welcomed.

Thank you and best wishes, Maria.

Dr. William Graber

In 2002, Dr. William Graber founded the weight-loss surgery program in response to community need. The program has now treated more than 3,200 patients with weight-loss surgery at Faxton-St. Luke's Health Care in Utica NY. Weight Loss surgeries offered within the program are aparoscopic Roux-en-Y gastric bypass, the LAP-BAND procedure and revision surgery. The Bariatric Surgery Program has successfully met the standards set forth by the American Society for Metabolic and Bariatric Surgery (ASMBS), and has been recognized as a Center of Excellence by the ASMBS.

Dr. Graber and Dr. Fitzer have now welcomed

a third surgeon Dr. Dmitri Baranov to the practice and are heading the Weight Loss Surgery Program at St. Joseph's Hospital in Syracuse, NY.

If you are severely overweight and have been unable to lose weight even with dieting and exercise, weight-loss surgery could be your next step. If you have a lap band in place and are having trouble getting it adjusted we can help you. Please call for consultation to discuss the surgeries and options, and to help you on your way toward losing weight and becoming healthier.

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Norwich Pharmaceuticals

The changing face of one of Chenango's oldest businesses

By TYLER MURPHY
The Evening Sun

Norwich Pharmaceuticals Inc. faced some challenges in 2009 with a number of new products awaiting FDA approval. But the drug manufacturer adapted and is entering 2010 with new equipment, a new business model and a more efficient production facility.

"We have to continually protect our business and we have to adapt to the environment we're in. That's true of not just business, but everything. We're in Norwich for the long run, which sometimes means short, difficult decisions for the benefit of the long term," said Norwich Pharmaceuticals President Chris Calhoun.

"I can stand here and tell you that as we enter 2010, we are more efficient in our core services. We can't be competitive if we're not efficient. We came out of 2009 in a stronger position and with the tools we need to be a success in the coming year," he said.

One of those key developments was the addition of a new pilot line at the facility which is essentially a scaled down production facility inside the North Norwich plant. To understand its advantages, one should understand the general

process, explained Calhoun. NPI manufactures pharmaceutical products providing packaging and distribution services, conducts clinical trials and helps clients navigate the regulatory process.

Most of the drugs made at NPI are mixed in a manufacturing department before being moved into a packaging department. At both of these steps the elements needed to complete a product move through the plant in a highly controlled and efficient assembly-style process. In the past, the machinery used and the basic arrangement of the equipment was intended to generate as much quality material as quickly as possible. Although advantageous when completing large or familiar orders, the pilot plant offers the option of producing pharmaceuticals on a much smaller scale.

Calhoun compared that some lines used multiple 200 kilogram drums while the pilot plant could easily be adjusted to accommodate the production of just 25 kgs.

Another important thing to understand is that NPI "is 100 percent committed to outsourcing," he said. The commercial company competes in a market where attracting customers is key to financial viability. The company contracts with its customers to create a single or several lines of products.

"In general, all of our contracts are established to be three to five year contracts,"

said Calhoun.

Although more than half the company's business comes from its top six customers, NPI is always in the process of seeking new clients and producing new products for established customers. NPI needs to adapt in a market where the products can vary greatly since many pharmaceuticals are transferred to consumers through several different types of mediums such as pills, liquids, gels and even skin patches. Along with the different mediums, each drug is made up of different ingredients and can come in as many shapes and sizes. This means the Norwich facility is constantly adapting its employees and equipment to mass producing very different pharmaceuticals under strict supervision of customers, internal auditors and the Federal Food and Drug Administration.

The pilot facility allows the company to produce new products on a much smaller scale, allowing a far less stressful learning curve for technicians who often work with batches of material worth tens, if not hundreds of thousands of dollars. The pilot can also switch between different types of products much faster than their larger, bulkier counterparts, allowing many different kinds of drugs to be produced much more quickly.

"These services are a huge benefit to customers and the



Norwich Pharmaceuticals saw a year of new equipment investments and capability in 2009 and hopes to reap their rewards in 2010. (Photo by Frank Speziale)

FDA very much encourages pilot plants because it allows us to become even better at creating quality products without risking large amounts of material, which saves us money as well in the long run. The pilot project is one that will certainly add a higher standard of efficiency to what we can bring to the table when talking to potential customers," said Calhoun.

The pilot project was completed in 2009 thanks to investments made in the local plant by its parent company.

In 2007, the 375,000 square foot North Norwich facility was purchased by AFI Partners, a New York City based private equity firm. Since that time, they have made significant investments in growing not only the volume of the business, but also diversifying product capabilities and services.

The more than \$1 million pilot plant project was a major investment made in 2009 and the one carrying a high level of potential head-

ing into 2010, said Calhoun.

"In 2010, about 25 percent of our business will be linked to our pilot facility and new customer acquisition as a result. There's a significant increase in new customers ahead," he said.

Icelandic Entrepreneur Robert Wessman purchased a 30 percent stake in the Alvogen Group in 2009 and is steering the organization.

Wessman, the former CEO of Activis, was the subject of a case study published by the Harvard Business School last year called "Robert Wessman and the Activis Winning Formula," which detailed how he transformed the failing Icelandic generic drug company with 90 employees into a global generic pharmaceutical giant employing 11,000 people in just seven years.

"To get hitched to his wagon, so to speak, is tremendously positive," said Calhoun.

Being a part of Alvogen also has the direct potential that the New Jersey-based

generics sister company may look first to its North Norwich relative for production of some of its materials.

"If there are products being made by Alvogen, there is a potential they could be made here and there's a potential for further investment in equipment to accommodate some of those needs," said Calhoun.

While there were a number of positive changes at NPI this year, the company saw a 25 percent reduction in employees across the board at the facility - going from about 420 to 325.

Part of the issue was that the company began a number of new projects in 2009 that required stiff regulation and approval by the FDA. "We did have some delays of some important launches. They were the primary cause of that. And while we're excited about our growth, it is a challenging market place and globally competitive," said Calhoun.

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