



MINNESOTA EXTENSION SERVICE

UNIVERSITY OF MINNESOTA

**MOTEL & RESTAURANT
FAMILY BUSINESSES
SUMMARY OF RESEARCH
1998**

*Research conducted by
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Many factors influence the viability of rural family businesses. This study was funded through a grant from the Tourism Center, University of Minnesota Extension Service and also supported by a grant from USDA's Rural Economic Development Research Initiative. Both quantitative data and actual words of the respondents are included.

MOTEL AND RESTAURANT OWNERS WERE ASKED ABOUT:

**Business Decisions & Tasks
Business Goals & Tensions**

**Business Success
Satisfaction**

**Plans for Change
Financial Management**

OVERALL FINDINGS FROM THE SURVEY:

- ⇒ Sixty-nine percent of restaurants had gross sales over \$100,000/year compared to 39% of the sample of small lodging properties in Minnesota.
- ⇒ The value of assets for motel manager/owners was higher (\$385,000) than restaurant manager-owner (\$275,000).
- ⇒ Twice as many motel operations (27%) were satisfied with the balance between work and leisure as compared to restaurant operators (13%).
- ⇒ A good reputation with customers was the most important goal for 56% of the motel and 43% of the restaurant owner-managers, with achievement of the goal over 92% for both types of operations.
- ⇒ Restaurants employed more nonfamily employees than did motels.
- ⇒ Motels and restaurants that were family businesses were slightly smaller than those which were not family businesses.
- ⇒ Ninety percent of motels and 82% of the restaurants are first generation family businesses.
- ⇒ Thirty-two percent of the restaurants and 42% of motels plan to sell the business within the next five years.
- ⇒ About 10% of both motels and restaurant business couples perceive their income as not adequate.
- ⇒ Almost twice as many restaurants (17%) as motels (10%) include employees in making major decisions.
- ⇒ There were differences between husbands and wives in decision making and task involvement within motel and restaurant family businesses.

How Were Data Collected?

All businesses that could be reached answered a brief set of screener questions to obtain some general information about all businesses (684) and to determine if they were family businesses; family businesses then completed a longer survey (349). Family businesses were defined as those that have two or more family members directly involved in the business. This research summary describes the overall characteristics of rural motels and restaurants through the information from the screener questions and places the longer survey family business sample in context compared to the total group of rural motels and restaurants. Small lodging properties in the sample were not resorts.

Total Motel Sample Characteristics

Eighty percent of the motels contacted had lodging only, the remaining motels either served meals (13%) or fell into a category which included bed and breakfast and inns (7%). The average size of the motels was 25 rooms. On average in the busiest season, the motels had 3.1 full-time and 5.7 part-time nonfamily employees. In addition, 70% of motels had family members employed; on average slightly less than one full-time and one part-time family employee. About three-fourths of the motel respondents were the owners and managers of the motel, 21% were managers for someone else, and 2% were owners only. Ninety percent of the motel screener respondents considered their jobs full-time, and they had been in their jobs an average of 8.5 years.

Total Restaurant Sample Characteristics

Eighty-three percent of the restaurants which were contacted were restaurants or cafes only. An additional 2% also had lodging with conferencing and another 15% were in a miscellaneous category which included drive-ins or walk-ups. The average seating in the restaurants was 113. The restaurants had an average of 4.7 full-time and 13.8 part-time nonfamily employees. About two-thirds of the restaurants had family members involved in the business with the average numbers being about one full-time and one part-time family member. Two-thirds of those answering the screener were the owners and managers of the restaurant, 18% were managers for someone else, and 14% were owners only. The average years managing the restaurant was 8.9 years, and 94% considered their jobs full-time.

Motel and Restaurant Differences

One area of difference between the motels and restaurant respondents answering the screener was the position of the respondent. Sixty-six percent of restaurant respondents were owner/manager compared to 76% of motel respondents. That difference is made up by the fact that 14% of restaurant respondents were owners only compared to 2% of motels. Not surprisingly, restaurants employed more nonfamily employees than did motels, while motels had more spouses involved in the business than did restaurants (77% compared to 62%).

Family Businesses

Family businesses that answered the long survey were more likely to be both owners and managers of their businesses, rather than managers or owners. They also were more likely to have their spouses involved in the business. About half of the motels (48%) and restaurants (55%) that were family businesses as defined by this project spent more than \$1,000 on advertising. Twenty percent of the restaurants and 11% of the motels are closed part of the year.

Family Businesses In Perspective

The motels and restaurants that were family businesses were slightly smaller than those that were not family businesses as defined by this project (20.4 rooms on average compared to 29.7 for motels; 109.4 seats compared to 115.2 seats on average for restaurants). The average number of full-time and part-time employees utilized during the busy season was less for the motels but more for the restaurants compared to those businesses that were not family businesses and thus did not answer the long survey (screener only respondents).

Size Comparison

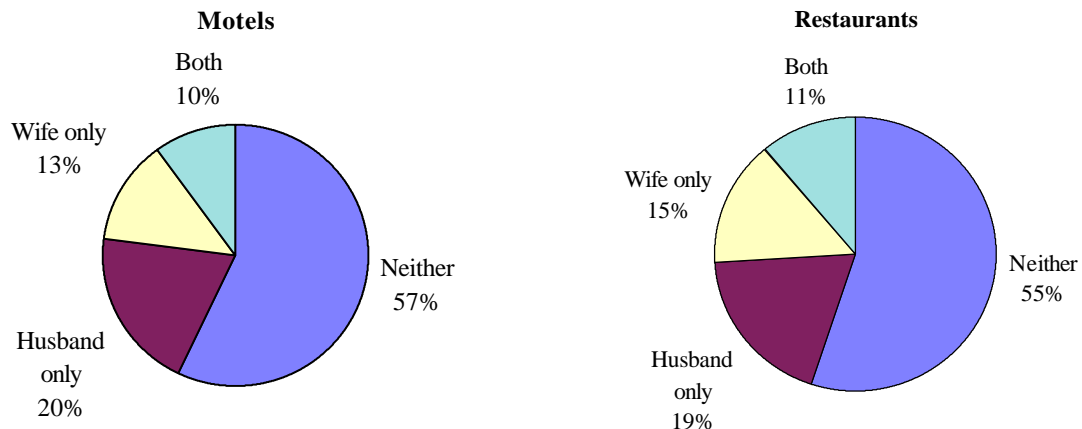
	Motels		Restaurants	
	Long Survey Respondent	Screener Only Respondent	Long Survey Respondent	Screener Only Respondent
Average number of rooms	20.4	29.7	—	—
Average number of seats	—	—	109.4	115.2
Average square feet for conferencing	5480	5448	2511	3393

Nonfamily Employee Comparison

	Motels		Restaurants	
	Long Survey Respondent	Screener Only Respondent	Long Survey Respondent	Screener Only Respondent
Full-Time	2.5	3.7	5.3	4.3
Part-Time	3.9	7.5	14.8	13.2

Job Away From the Family Business

About half of the motel and restaurant respondents reported that neither the husband nor the wife were employed outside of the business. About 20% of the time the husband was employed outside the business; the wife was employed outside the family business 13% of the time for motels and 15% of the time for restaurants and both were employed outside the business about 10% of the time.



Business Goal Achievement

Business goal achievement was similar for the restaurants and motels surveyed. On a five-point scale with “5” meaning “have achieved almost entirely,” the percentages of respondents rating achievements as either “4” or “5” ranged from 32% to 96%. The most highly achieved goal was “good reputation with customers” (motels 96%, restaurants 93%), followed by “favorable position with suppliers” (93%, 90%), “healthy working environment” (83%), “adequate capital and credit” (65%, 56%), “long term viability of business” (58%, 59%), and profit (32%, 34%) which showed a comparatively low level of achievement for both types of businesses. The business goal mentioned most often as most important by both restaurant and motel respondents was “good reputation with customers.” However, while 56% of motels said it was most important, only 43% of restaurants did. The next most important business goal was “profit,” mentioned more often by restaurants (32%) than by motels (20%). “Long term viability of business” was the third most important business goal with similar percentages (17% and 15%) mentioned by motels and restaurants.

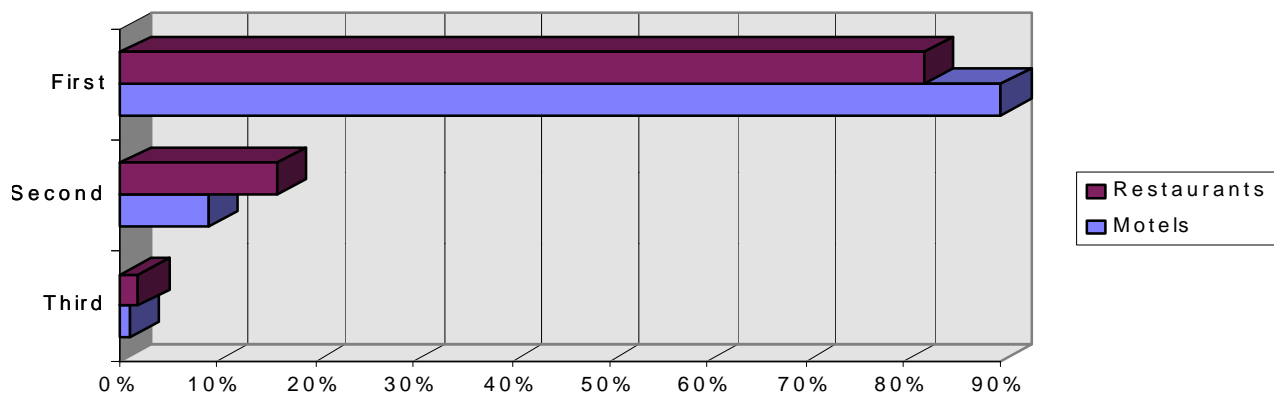
Business Goal Achievement

	Achieved A Great Deal	
	Motels	Restaurants
Good reputation with customers	96%	93%
Favorable position with suppliers	93%	90%
Healthy working environment	83%	83%
Adequate capital and credit	65%	56%
Long term viability of business	58%	59%
Profit	32%	34%

Importance of Business Goals

	Most Important	
	Motels	Restaurants
Good reputation with customers	56%	43%
Profit	20%	32%
Long term viability of business	17%	15%
Adequate capital and credit	3%	7%
Healthy working environment	1%	2%

Generational Ownership



Ninety percent of the motels and 82% of the restaurants had been in the family just one generation. More restaurants (16%) were second generation than motels (9%). Only 2% of the restaurants and 1% of the motels had held the family business for three generations.

Plans for Change—Next Five Years

Motels and restaurants reported different areas for change in their businesses in the next five years. The most frequently mentioned areas of change for motels are remodel building (53%), sell the business (42%), purchase additional equipment (32%), and retire (29%). Restaurants most often mentioned the following areas of change: purchase additional equipment (53%), remodel building (42%), sell the business (32%), add employees (32%), expand the business (31%), and computerize the records (25%). A sign of the high turnover in the hospitality industry are the large numbers of both restaurants (32%) and motels (42%) which have plans to sell the business in the next five years.

	Motels	Restaurants		Motels	Restaurants
Remodel building	53%	42%	Utilize Internet sources	23%	18%
Purchase additional equipment	32%	53%	Add services or activities	19%	14%
Sell the business	42%	32%	Change marketing strategies	16%	16%
Add employees	21%	32%	Take a nonfamily business job	12%	14%
Expand the business	23%	31%	Diversify services	9%	11%
Computerize records	21%	25%	Reduce employees	0%	5%
Retire	29%	15%			

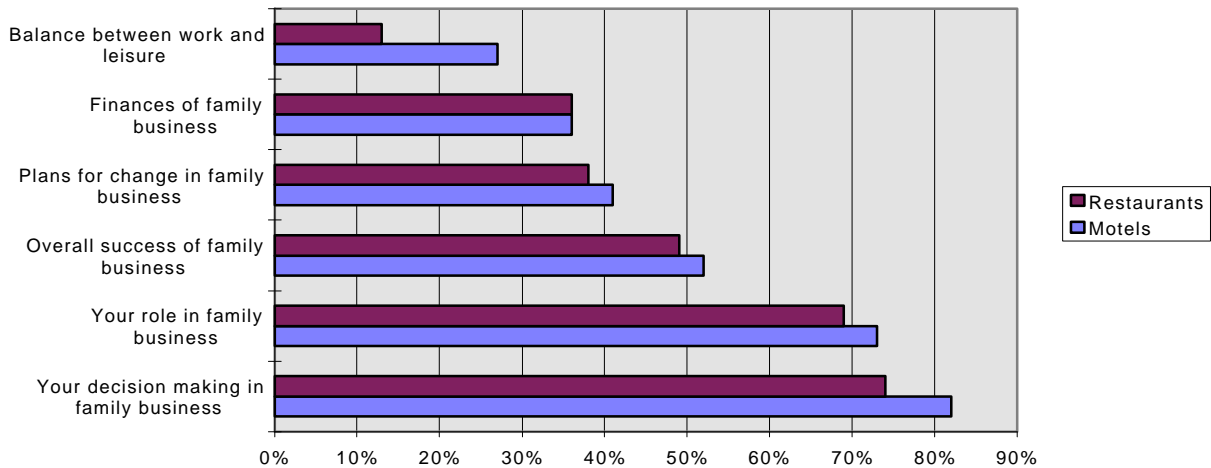
Perception of Income Adequacy

Restaurant and motel respondents reported almost identical percentages in regard to their perception of income adequacy. About 60% from both groups “can afford some things” or “can afford some things and still save.” Approximately 10% perceive income as not at all adequate and 7% (motels) and 8% (restaurants) perceive that their income allows them to afford everything they want.

	Motels	Restaurants
Not at all adequate	10%	9%
Can meet necessities only	14%	14%
Can afford some things	29%	33%
Can afford some things and still save	30%	30%
Can afford everything	7%	8%

Satisfaction

In the area of life satisfaction motel and restaurant respondents were very similar. The areas in which the largest percentages of respondents reported being “satisfied” or “extremely satisfied” were: decision making in family business, role in family business, and overall success of the family business. One area of difference was noted. While only 27% of motel respondents were satisfied with “balance between work and leisure,” even fewer (13%) restaurant respondents were satisfied with the balance between work and leisure.



Major Decision Making

Restaurant and motel respondents reported similar patterns of major decision making in the family business. The majority (68%-72%) made decisions with their spouse while consulting “by self with accountants, attorneys, or bankers” (21%, 19%) and “by myself” (18%, 27%) was mentioned next most often. Almost twice as many restaurants (17%) as motels (10%) include employees in making major decisions. Only 7% of the motels and 6% of restaurants had a Board of Directors.

	Motels	Restaurants		Motels	Restaurants
By self with spouse/partner	72%	68%	By self with parent	7%	12%
By myself	18%	27%	By self with sibling	6%	4%
By self with accountant, attorney, banker	21%	19%	In consultation with Board of Directors	7%	6%
By self with employees	10%	17%	By self with paid consultant	2%	2%

FINANCIAL STATUS OF BUSINESSES

Gross Sales From Business

Generally, the gross sales of the restaurants were notably higher than the gross sales of the motels in the survey. Ten percent of the motels surveyed had gross sales of less than \$50,000; 31% were in the \$50,000 to \$99,999 range; 35% in the \$100,000 to \$499,999 range; and 4% over \$500,000. About half the restaurants surveyed (47%) had gross sales in the \$100,000 to \$499,999 range and 22% were in excess of \$500,000. Only 18% were in the \$50,000 to \$99,999 range and 13% were less than \$50,000.

	Motels	Restaurants
Less than \$25,000	6%	8%
\$25,000 - \$49,999	4%	5%
\$50,000 - \$99,999	31%	18%
\$100,000 - \$499,999	35%	47%
\$500,000 or more	4%	22%

Business Assets and Debts

Among those businesses reporting financial information, motels reported over \$100,000 more in average business assets than restaurants (\$385,000 compared to \$275,000). For both motels and restaurants, those assets were concentrated in long-term assets (76% and 62% averages respectively). In view of those assets, it is not surprising that the average debt among motels was \$70,000 higher than that of restaurants (\$180,000 compared to \$109,000). Both motels and restaurants reported similar average percentages of long-term debt, 50% and 53%. However, motels had a higher average percentage in contract for deed (36%) than did restaurants (11%). Restaurants had higher average percentages of accounts payable (11% vs. 3%) and short-term liabilities (11% vs. 4%) than motels. Seventeen percent of the motels and restaurants reported no business debt.

Average Total Business Assets

	Motels	Restaurants
Average % short-term	11%	15%
Average % inventory	7%	13%
Average % accounts receivable	2%	2%
Average % long-term	76%	62%
Average % other	4%	8%

Average Total Business Debts

	Motels	Restaurants
(Percentage with no debts)	17%	17%
Average % contract for deed	36%	11%
Average % notes payable	3%	9%
Average % accounts payable	3%	11%
Average % short-term liabilities	4%	11%
Average % long-term	50%	53%
Average % other	4%	5%

HUSBANDS AND WIVES DIFFERENCES

The information about decision making and task performance is based on the combined motel and restaurant samples.

Involvement in Decision Making

Decision	Highly Involved	
	Husbands	Wives
Whether to expand	66%	56%
Whether to buy major equipment	76%	46%
Whether to buy business building	77%	50%
How to advertise	49%	45%
Whether to change in services	69%	53%
How to handle employment issues	60%	60%
How record keeping is organized	46%	54%
Whether to borrow money	74%	49%
Paying business bills	49%	51%
Coordinating daily business	44%	56%
Seek info about business	49%	34%
Plans to transfer business	66%	43%
Involvement in business organization	42%	24%
Whether to raise prices	69%	56%

There were differences between the husbands and wives in their involvement in discussions about business decisions. Husbands generally tended to be more involved in decisions related to purchasing, expansion, borrowing money, improved business practices, retirement, business transfers, and changes in prices or services. Wives were more involved in decisions related to daily business such as record keeping and paying bills. There was equal involvement in decisions related to advertising and employment issues.

Business Task Performance

When comparing task performance of husbands and wives in the family business, differences are apparent. Males tend to be more involved in financial or maintenance tasks, such as making major purchases, preparing tax forms, retail sales work, grounds work, and building maintenance. Women mentioned more involvement in tasks related to people skills, such as advertising, supervising employees, personnel management, registering guests, and taking reservations.

Task	Highly Involved	
	Husbands	Wives
Making major purchases	49%	33%
Advertising	37%	46%
Preparing tax forms	39%	24%
Supervising employees	52%	68%
Personnel management	39%	53%
Grounds and lawn care	57%	8%
Maintenance of furnishings	47%	31%
Building maintenance	68%	5%
Registering guests	26%	54%
Retail sales work	60%	38%
Taking reservations	27%	65%

In Their Own Words—What Has HINDERED the Success of Your Business?

Individual Focus: Lack of Knowledge/Experience, Not Delegating, Level of Involvement Insufficient

“The thing that has hindered my success is lack of knowledge. I’ve been here for five years and have had lots of help from friends and family, but no one could teach me to balance the money, employees, ordering, maintenance. It has taken a long time, but I feel I’m in much better control!”

“1) Probably don’t advertise as efficiently as I could. 2) Am not ‘driven’ to expand or grow. 3) Possibly am not open to change as much as one could be. But this also says I’m cautious and in this particular area of tourism it is a choice to hang on the past, that I think may help the business, i.e., I want to try to keep this a “mom and pop” atmosphere. 4) Winter season is still a challenge. This area could use a ski hill or some attraction to help.”

“Doing too much myself—not training others to do it as well as you can do it. Holding employees accountable for their work.”

Family Relationships: Time Demands of Business, Family Disagreements, Not Enough Time With Family

“My father and I have our disagreements on the almighty dollar. He wants revenue; charge as much as you can get away with. I’m more price sensitive. Give the customer a good product and good value and they’ll keep coming back. This is more security.”

“Difficult to find motivated, career-minded staff. Spreading ourselves very thin, especially during busy times.”

“Too many new motel units in our city so that the off-season (Sept-June) has been greatly affected. Also the fact that we are open 24 hours per day, 7 days a week. Never are we getting to live one minute without the motel as

part of our lives and conversation, as we live on the premises. It is difficult to keep motel-positive frames of mind.”

Business Management: Lack of Capital, Personnel Issues, Lack of Marketing, Ineffective Management Techniques

“We are marginally cash poor which has limited our ability to make physical improvements to our facility.”

“I believe the biggest hindrance has been not having enough capital set aside. It is difficult to get banks to work with a new business with little history and an uncertain market. Although this is a busy tourism area and that industry increases every year. The area that I need to work on is the finances, that is my weak area.”

“Cost of food. Wages getting higher. Balance. Menu pricing. Small town so they think prices should be cheap! But I pay more because I’m small!”

“The narrow mindedness of the employees and a lot of the customers. They always want something for nothing.”

“We could have probably expanded to other towns but we did not want to risk hurting our business by spreading ourselves too thin. We could be more assertive in our advertising but have been happy to rely on reputation in many instances. We could have probably expanded our current business to include lodging and other options, but again we took the conservative route.”

“Some of our employees come along with the business. That is good—but it’s very hard to change people who have been doing things a certain way for 18 to 20 years. I personally have a difficult time with everyone in the community knowing your business (personal) and people trying to tell you how it should be done. We also have a hard time raising prices.”

In Their Own Words—What Has HINDERED the Success of Your Business?

“Finding and keeping good help. Not being able to advertise like the chains.”

“Not purchasing our buildings. Relying too much on managers to run everyday affairs.”

“Inappropriate rate structure first 2 years. Inability to fully manage inventory of rooms.”

Political Environment: Regulations

“Increase in minimum wage. Increases in taxes: property tax, lodging tax, sales taxes, use taxes. Indian operated casino in the area.”

“Effective management structure and delegation of duties has hindered projects and goals that would be beneficial to the restaurant. Expanding regulation by agencies and government units occupies more time and energies of available work staff.”

“Government has made us tax collectors for them. The small family business is being destroyed by large corporations and government policy. There is not appropriate rewards any more for the responsibility and hours of work.”

“Repressive laws having to do with water quality, septic, vegetation, sign regulation, etc. As soon as you get up to code on one thing, they change the rules making it tougher and tougher to operate.”

Economic Environment: Economy, Lack of Tourism Support, Market, Labor Supply

“Not enough population to support all the business in town. In other words, residential growth is not proportioned to commercial growth. But most of all, it is hard to find kitchen help, therefore, trimmed down on our business plans and goals.”

“Working capital. High taxes. Local economy is up and down in rural area. Have no training in accounting and record keeping or computer.”

“Population decreases in rural America has had the most dramatic effect on my business, changing to a great degree my clientele basis.

Tourism, although an important factor in my business, is quite cyclical, leaving us with as much as 30% variable in gross revenue, depending upon the time of year. The most recent change in our economic climate has to do with the negative impact of casino gambling and its proximity to our area.”

“Too many motels in town—too many rooms. Families want the new motels with pool. Chamber Visitors Bureau promotes the big, new motels.”

“We are still learning ‘people’ skills. Competition and changing market has significant effect. Two new motels on our street have hurt. It’s a constant challenge to measure up to public demands. The public wants and expects more in their motel room every year and yet a ‘reasonable’ rate.

Physical Environment: Infrastructure, Location, Seasons

“Dealing with government. Lack of municipal sewer.”

“The city not promoting tourists to the area and winter months are very slow.”

“We are located a little farther away from where most business takes place. We purchased a business with a bad reputation for being run down, dirty, and wild. So we fight that constantly.”

“Very seasonal. Winters seem to be longer and longer. Not as long summers which hurts sales. Money seems a bit tighter for people so they’re less willing to frequent us as often.”

“Property appearances from the highway. Poor hunting year. Poor winter conditions, resulting in some lake deaths, resulting in many cancellations and lower inquiry calls.”

“The main hindrance is the fact that it is a seasonal business and the income is such that one has to maintain an outside job. This situation causes a major reduction in the amount of time available for leisure.”

In Their Own Words—What Has ASSISTED the Success of Your Business?

Individual Focus: Work Ethic, Experience, Skills, Willingness To Take Risks

“Terrific work ethic instilled in us by our parents, because owning a small business in Minnesota is blood, sweat, tears, and lots of hard work! Also having parents has helped distribute work load since we all hold outside jobs.”

“Twenty years of prior business experience in a non-related area which made me aware of the importance of service and attitude toward customers.”

“A father very knowledgeable in business. My own education and prior experience before becoming involved in family business. The timing of starting this business. The location of this business. Very good employees. A good product. Networking and contacts made through business and community associations. Having the backing of our community.”

A strong sense of succeeding, not giving up. The quality of help available in the area. Commitment to doing a job right and caring about people and the end results. My previous training and experience in management has helped. My family has been an A plus to success.”

“The fact that I do 99% of all repairs as well as improvements to the building. We also spend on average 20% of our profits back into the motel.”

“Ability to step up to plate and take chances when necessary. Putting together a plan, following it as close as possible, and changing when necessary.”

Family: Cooperation, Strong Family Relationships, Complementary Roles

“We both wanted to make the move and buy this business. We both work very hard to making it work. We love what we are doing and where we are at this time of our life.”

“Our business is very seasonal, our success is due to both myself and husband willing to work outside of our business at other jobs.”

“Our children truly have been our greatest asset. They have given both of their experience and knowledge as well as many hours! Our children continue to come home from college and work weekends. The customers love seeing and visiting with them. Our two youngest children are very active in the business and have a great rapport with customers.”

“A family who is willing to work hard and cares about people and each other. Have not compromised quality for profit. Listen to our customers and what they want and try out best to accommodate. A father who at 70 years old still keeps everything working and family together.”

“Our flexibility—we work opposite shifts—our children have always been at home with a parent. We both are able to do chores at home—yard work, laundry, etc. We support each other in all aspects of our lives. We have also scarified social activities for work. We work seven days a week. We know each other’s strengths and weaknesses and are able to go from there.”

Environment: Supportive Community, Strong Economy, Location, Timing

“Cooperation with bank and community.”

“Well cultured community, makes it easier to do business with. Take pride in what I do, and work hard at it. Like to participate in community activities, so customers and I have developed a nice and friendly relationship which in turn helped business a lot.”

“My restaurant is in a small town that thrives on a tourist trade in the summer and starves in the winter. My goal is to attract local trade which is here year around. I have customers that are here all the time. I serve what they want and fuss over them when they come in.”

“We are in a strong tourism area and have a good location. The property has been remodeled when necessary, in a good repair and clean. Our employees are trained to give good, friendly service. Direct owner/manager involvement has proven to be more advantageous in our situation, than owner absence.”

“Perhaps our greatest asset has been 40 continuous years in the same location. Our next greatest would have to be our long-term employees, who have helped us maintain consistent quality of product and level of service. Tourism has a profound impact on traffic flow, and has continued to grow in our area.”

“DNR nature trail was brand new with no lodging available at the trail head. Timing and opportunity were right.”

Business: Quality of Price, Customer Focus, Atmosphere, Management Strategies

“Good product at a reasonable cost in a friendly, fun atmosphere. Many of our customers come in every day. It’s a unique place that they enjoy. My husband is an excellent cook and manager. It’s like home, only better.”

In Their Own Words—What Has ASSISTED the Success of Your Business?

“Product and quality of service, personality and surroundings. A strong willingness for change—and big time involvement in community—Jaycees, Chamber, etc.”

“Well—I think we are a success even though we still don’t have a profit! There is a lack of customers in our area. When we started this business we were not aware of how far we would have to draw for customers. We are in a small town—850 population. Our food is all home style—home baked bread made with buttermilk and eggs. French fries/hash browns are from fresh potatoes. We buy the best. Soups made with better made cheese. Fresh roasted chicken. Everyone seems to leave happy. The cafe is also very charming in decor.”

“1) Having quality (clean, comfortable and economic) rooms available. 2) Treating guests with respect and adding a personal touch—such as remembering names, work they do, room preferences, etc. 3) Having a consistent staff—it’s important for regulars to see someone familiar. Having knowledge about the job—know what they are talking about. 4) Aim to please our guests—use their ideas and suggestions when adding amenities, etc. Listen to complaints and think of them as positive for your business.

“We provide clean rooms and friendly service. We are constantly remodeling and improving our rooms and grounds. Our customers are very important to us and many have become our friends. We have good signage and key advertising. We also seek out customers by phone and letters. Our prices are reasonable.”

Who Was Part of the Survey?

The motel random sample was obtained from the Minnesota State Department of Tourism. Since this was a rural sample, prior to selecting the sample the seven metro counties were excluded, as well as Duluth, Rochester, and St. Cloud. In addition, telephone calls were made to the headquarters of a number of motel chains in order to determine their likelihood of being family businesses. The restaurant sample was purchased from American Business Lists in Omaha, Nebraska. The latter was specified to be a random sample of non-franchised restaurants excluding the metropolitan areas of Duluth, Rochester, Grand Forks, Minneapolis–St. Paul, Fargo–Moorhead, and St. Cloud. Descriptive information about the businesses from the screener was obtained from 684 businesses. More extensive information was obtained from a longer survey that 349 businesses completed. About a fifth of the total sample of motels and restaurants were closed, not a family run business, were duplicates on the list, or were flooded. The remainder refused to participate.

What Are the Respondent’s Characteristics

Most of them were married. The average age for restaurant respondents (average age = 46.8) was lower compared to the motel respondents (average age = 50.9). Motel respondents were more often female (54%) while restaurant respondents were more often male (59%).

Age Range	
23-29 years	4.5%
30-39 years	16.0%
40-49 years	30.3%
50-59 years	33.3%
60-69 years	11.3%
70+	4.6%

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To obtain additional copies of the survey report, contact Minnesota Rural Family Business Project, University of Minnesota, 275C McNeal Hall, 1985 Buford Avenue, St Paul MN 55108. (612) 625-3732. E-mail: sdanes@che2.che.umn.edu

