

# Nation's Business<sup>®</sup>

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**Teenagers Who Run  
Their Own Businesses**

**Tips For Your  
Tax Planning**

**Building Bridges  
To Minority Firms**

# Profiting From Free Trade

*How a unified  
North American  
market would  
offer new  
opportunities  
to many small  
U.S. firms*



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# Editor's Note

## Small Firms' Southern Horizons



PHOTO: ARNOLD ADLER

All walks of life are skeletonized in Henry Galiano's natural-history store, in New York City. *Making It*, Page 14.

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Cover Design: Alberto Pacheco

President Bush's many legacies to the nation include major progress in convincing other nations of the importance of open markets to a healthy global economy. Some U.S. trading partners accepted his leadership slowly, even grudgingly, while others embraced it enthusiastically. Among the latter are Canada and Mexico. After the U.S. and Canada entered into a free-trade agreement in 1989, a new round of discussions, principally with Mexico, led to the North American Free Trade Agreement. The pact was signed this past October by leaders of the three nations and awaits final approval in their respective legislatures.

We provided details on the U.S.-Canada agreement in our issue of September 1989, and our cover story this month, on Page 18, reports on this year's North American Free Trade Agreement, which will have a particularly strong impact on U.S.-Mexico trade. A major aspect will be the many opportunities that will open for American small businesses to begin or expand trade relationships with companies and consumers south of the border.

If you think that participating in international trade is too ambitious an undertaking for your company, this article could well start you thinking otherwise.



Our staff is already deep into the research for the next edition of our annual—and exclusive—economic outlook for small business. This report runs each January, and it has been a highly accurate forecast of the state of the economy in the new year. There will be a special element in the 1993 economic equation—the arrival of a new president and a new Congress with the avowed goal of stimulating economic growth. The impact of the election results on economic expectations will be among the many critical points covered in next month's cover story. I guarantee you'll find more information of small-business interest in that report than in any of the other economic projections you'll be seeing over the coming weeks.

Robert T. Gray  
Editor

## MAKING IT

to make the kinds of connections they'd get in a trendy, avant garde restaurant." Croce's is a place where you make connections "for life."

She strives for excellence in all areas, she says, an approach requiring a staff "that is constantly fresh and happy." She tries to keep her people that way through thorough training (even the waiters have to know something about the music that's

being played so they can answer customers' questions); fun (bowling for everyone on Sunday afternoons); and rewards (\$1,000 "scholarships" are offered annually for singular accomplishment).

Croce's has become a family business in a sense. Ingrid Croce married a local lawyer, Jim Rock, five years ago, and he is now with Croce's full time. Having honed his talents at Croce's, son A.J., 21, has

embarked on his own career as a jazz singer, pianist, and songwriter.

Now and then, Croce reviews her original prerequisites to see if she's meeting them. And usually she is. She is providing a service. She continues to grow. She has created a community for herself. And in so doing, she's made herself a legend in San Diego just as Jim Croce did nationally in his own time. ■

## A Bare-Bones Business

By Janet L. Willen

**H**enry Galiano Jr. calls his store "a multifaceted natural history and science emporium," but to many New Yorkers it's the bone store. Osteology is, in fact, the backbone of Maxilla & Mandible, Ltd.

The store began with the sale of skulls, and its showroom now displays skeletons of more than a hundred mammals, most with maxilla (upper jaws) and mandible (lower jaws), as well as the skeletons of reptiles and amphibians.

Galiano says the bones are "the cute part" to get people's attention, but Maxilla & Mandible is devoted to all of natural history. Specimens from all walks of life adorn the store's shelves and walls, including ostrich egg shells, mollusks, and butterflies.

Prices reflect the rarity of a specimen, its condition, and the work involved in cleaning it. They can be as low as 50 cents for some seashells, \$850 or so for a warthog skull, and approximately \$1,000 for a snake skeleton.

Galiano says he first thought of a natural-history store when he was working at the Museum of Natural History. "A woman called wanting a stuffed parrot for a photo shoot," he says. To see if there was interest, Galiano took some skulls from his own collection to a flea market on Canal Street. He made \$1,000 in less than a day.

For approximately two years, he ran the business from his apartment, selling by mail and special order and cleaning the bones in his bathtub. He opened the showroom in 1985. "You can start a business without heavy capitalization," he says.

An artist by training, Galiano has loved natural history since childhood, when his father took him from their home in East Harlem to the Museum of Natural History. In 1971, he began work there as a full-time volunteer for six months, "to prove my interest"; then the museum hired him to work on a grant in vertebrate

paleontology. He stayed at the museum for more than 10 years.

The contacts he made during those years became the early suppliers of Maxilla & Mandible's inventory. "The hardest thing," he says, "was convincing people of the idea" so they'd send him specimens. Today he receives skulls and bones from around the world—from ranchers, game

specimens are boiled clean, with the final cleaning done by hand.

Skulls and bones are then placed in a solution of ammonia and water, often for weeks, to remove any lingering grease. They are then bleached white with peroxide to give them their austere white color. Wax is applied to prevent drying. Next comes the delicate, labor-intensive task of piecing into their anatomically correct positions any bones that have come loose during the cleaning process. Crazy Glue holds the bones together.

Maxilla & Mandible has 10 full-time and part-time employees, including Galiano's wife, father, and nephew. Galiano won't reveal his annual revenue, but if the traffic in the store is any indication, it is thriving.

He does little advertising, just an occasional spot in *The New York Times* at Christmastime. Most of his business comes from the "zillions of people who pass by." Galiano credits that to his location—on Columbus Avenue across from the Museum of Natural History. The rest of his business comes from special events like museum shows, rentals from advertising agencies, and catalog sales.

As Galiano discusses business, he often sounds more like a naturalist than a businessman. "Almost every month," he says, "I've seen some of the most wonderful treasures of the world—beautiful things." He points to a fossil bison skull more than 10,000 years old, from a peat bog in Minnesota.

You can detect his passion for nature in his 102-page catalog, too. Catalog sales are only 15 percent of his business, but he intends the catalog to serve as a reference book. Each page is illustrated with a detailed and annotated drawing of at least one specimen.

Maxilla & Mandible is pretty much the way Galiano pictured it years ago. Then, he imagined a store "with an area for books, another for seashells—clear self-running departments." His dreams have changed, and now he thinks about scaling down and concentrating on special events and rentals. But "business is a spiraling thing," he says. "It's hard to get out of it, emotionally and legally." ■



PHOTO: BARNOLD ADLER

Skeletons and specimens of a host of creatures are sold at Henry Galiano's natural-history store.

wardens, and laboratories. No animals are killed to fill his shelves, and no endangered species enter his door.

Galiano's love for nature is apparent in the care that he and his staff give to the specimens. In the workrooms, the remnants of flesh are cleaned from the bones. Small and fragile bones, like those of snakes, are cleaned in tanks filled with beetles. The tiny insects can spend two weeks picking bones clean. The harder