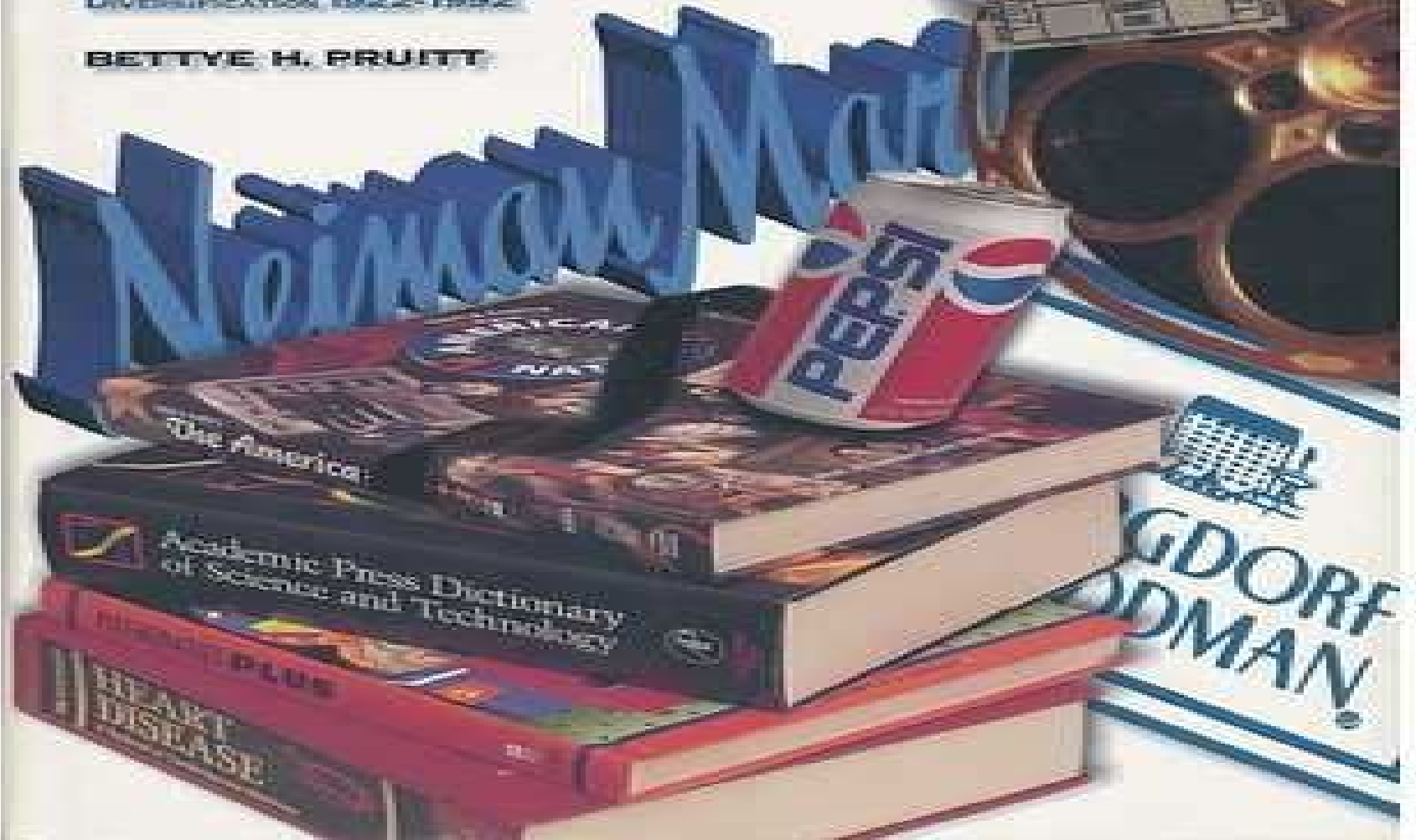


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THE MAKING OF HARCOURT GENERAL

A HISTORY OF GROWTH THROUGH
DIVERSIFICATION 1922-1992

BETTYE H. PRUITT



Making Of Harcourt General

Robert G. Picard



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The Making of Harcourt General Bettye Hobbs Pruitt, George David Smith, 1994 *The Making of Harcourt General* describes the transformation of a small movie theater proprietorship formed in the early days of the industry into a major diversified firm with businesses in publishing Harcourt Brace retailing Neiman Marcus and insurance as well as theaters General Cinema As Mid West Drive In Theatres Inc the company was a pioneer in its industry first with family oriented drive ins and later with shopping center theaters From early on however driven by the cash generating power of the theater business it pursued a strategy of diversification navigating the conglomerate era the junk bond fueled merger mania of the 1980s and the more painful period of restructuring in the early 1990s This book offers a unique inside view of the evolution of Harcourt General but also places that evolution in a broader context illuminating the dramatic changes that have occurred in the business environment in those years Harcourt General's diversification strategy has taken the company through an exciting series of acquisitions In the late 1960s as General Cinema it entered soft drink bottling gaining an early lead in the consolidation of that industry From a white knight rescue of Carter Hawley Hale in 1984 it emerged in 1988 with a new specialty retail chain the Neiman Marcus Group In 1992 General Cinema extricated the publisher Harcourt Brace Jovanovich from a heavy burden of junk bond debt that threatened to drive it into bankruptcy the deal that led to the renaming of the company Harcourt General Throughout the founding family has retained a controlling stake in the company and an active role in management In *The Making of Harcourt General* Bettye H. Pruitt examines important issues confronting all diversified firms the relationship between business and financial strategy the assimilation of acquired businesses and the tension between company divisions and the corporate office as well as issues important to owner managed companies including succession and professionalization of management Readers interested in diversification family business the movie exhibition and soft drink bottling industries or simply the history of a successful company will find *The Making of Harcourt General* a remarkable tale of American enterprise

Diversification in Industry Michael Morrissey, 2000

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science publishing in German Using the existing literature as well as many privately held archival sources the author follows the fortunes of the leading publishers Martinus Nijhoff Elsevier and North Holland while also briefly discussing smaller houses like Dr W Junk and Reidel The book contains lively portraits of the main characters involved and will no doubt stimulate further research and discussion of the role of publishing in the history of science The authors main thesis that successful publishing requires a strong fruitful partnership between an academic publisher and an academic editor will no doubt convince most readers This is a great book on the most productive friendships and partnerships in the history of science publishing

The Economics and Financing of Media Companies Robert G. Picard, 2011 This work employs business concepts and analyses to explore the operational activities of media firms and the forces and issues affecting them

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