



octane

The Entrepreneurs' Organization Magazine
September 2012

ENTREPRENEURSHIP *with* **HEART**



EOTHRIVE

ANNUAL REVIEW EDITION



"You will learn more about the people and culture within five minutes of face-to-face communication than a month's worth of video chatting."

Surviving Business Abroad

Bryce Maddock and Jasper Weir, EO Los Angeles
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Entrepreneurs'
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Supporting the Complete Entrepreneur



Samer celebrates EO's 25th Anniversary by bungee-jumping during a special event at the 2012 EO Queenstown University, held from 22-26 February in Queenstown, New Zealand.

Support—it's something we provide daily as business owners, as we help our staff achieve growth and greatness. As business leaders, we're constantly using our knowledge and experience to make a difference in the lives of those we lead. But where do we receive the support that we need to achieve success and significance? Who do we turn to when we face personal or professional issues unique to entrepreneurs? Entrepreneurship can be lonely ... but it doesn't have to be. Today, more than 8,700 of the world's best and brightest entrepreneurs look to EO for guidance, and we continue to deliver unequalled support in business and beyond.

Since 1987, EO has served as a compass for countless entrepreneurs in varying industries, regions and stages of business. As a catalyst for entrepreneurial learning and growth, we've positioned ourselves as a transformative organization by giving members the tools they need to truly thrive. In the process, we've become *the* global thought leader on entrepreneurship, serving as a resource for leading entrepreneurs everywhere. For 25 years, we've helped members pursue entrepreneurial excellence by connecting them with likeminded peers, providing access to renowned learning programs and engaging them in record-breaking events. This year, we're taking our support to another level. This year, we're supporting the complete entrepreneur by going 360°.

At the start of every fiscal year, EO picks a theme that best embodies the organization's upcoming goals and initiatives. This year—in alignment with our strategic imperatives—we are focusing our efforts on supporting the totality of the entrepreneur, a mission that will drive our "EO360°" theme. Committed to supporting all elements of the entrepreneur's journey, we will help every member achieve excellence in the following areas: **My Business, My Family, My Community and Myself.** Using these four personas as guides, we will offer enhanced support and next-level resources so that all members can excel as well-rounded leaders. This is a top priority for EO, because the stronger we become as entrepreneurs, the bigger impact we'll have in this organization, each other's lives and the world.

Thank you for your continued passion and support, and for your commitment to getting the most out of your EO experience. Here's to another quarter of growth, success and happiness as you pursue your 360° journey!

Going 360° with you,



Samer Kurdi, EO Saudi Arabia
EO Global Chairman, FY2012/2013
Samer@Kurdi.me

PS. How will you be going 360° in Q2? Tell us how you're making an impact by emailing us at enews@eonetwork.org, and we'll publish it in one of our global publications.

EO360° Overview

Want to learn more about EO360°? Scan this QR code to view a speech I gave at GLC: Vancouver, and discover the impact this theme will have in our organization.





Business by the Numbers

There's real power in numbers. I'm no mathematician, but it's easy to see the weight some sums carry. For example, 8,700 is a truly significant number, especially as it relates to the impact of this organization and our growing membership. Since 1987, when 22 young entrepreneurs founded EO in Calgary, Canada, we have grown by immeasurable leaps and bounds, making a mark in businesses and industries everywhere, while becoming the most influential community of entrepreneurs in the world. Recently, that community got a lot bigger.

Our mission as an organization is to engage the world's leading entrepreneurs to learn and grow. The better we do that, the better you become as a business, family and community leader. Not coincidentally, a byproduct of your personal growth is the organizational growth of EO. When FY2011/2012 ended, we proudly announced that we are supporting the most members in EO's storied history—8,700+ members in 35 countries around the world. That's a tremendous accomplishment, stemming from our 89-percent membership renewal rate and our recruitment of 1,632 total new members—two incredible EO records! These milestones are fitting as we continue to celebrate 25 years of organizational growth and influence, but the success doesn't stop there.

In addition to our increase in membership:

- » We're supporting the most chapters in EO's history (122).
- » We greatly increased engagement in our emerging programs (we had 1,600+ GSEA nominations and 64 Accelerator graduates).
- » We earned the highest member-satisfaction rating ever (8.2 out of 10) in the All Member Survey.
- » We broke rating and attendance records with our learning programs and events (the EO Queenstown University was the third-highest-rated event in EO's history).

It's safe to say that we've made significant strides in positioning EO as a resource for our members, and this data serves as a shining testament to the value we provide on a daily basis.

Looking beyond just the numbers, it's amazing to see how much we've grown, both internally and externally. For example, EO has significantly expanded its reach in all corners of the world, thanks in part to the launch of three new chapters, the strengthening of our Regional Councils and our new relationships with industry leaders like Microsoft and the New York Stock Exchange. What's more, we increased our external awareness (a 72.7-percent, year-over-year increase in earned media) and upgraded all of our publications to offer enhanced personalization (winning a few awards along the way). These and other accomplishments are highlighted in this Annual Review edition of *Octane*.

Also highlighted in this issue are several EO members who made a significant impact in their businesses, industries and communities. A great example of this can be found in our cover story on page 14, which highlights EO El Salvador member Edwin Escobar's inspirational trek across Central America. By riding his motorcycle to five capital cities—and setting a Guinness World Record in the process—Edwin raised awareness of children's nutritional issues. Another member making an impact is EO UK-London's Rasmus Ankersen (see page 9), who traveled the globe to crack the code behind the world's most successful performance hotbeds. These are just two examples of how our members are making a difference in business and beyond, and you'll find plenty more in this issue of *Octane*.

As we turn the page and embark on a new fiscal year together, I want to thank you for helping us achieve such incredible success in FY2011/2012. While our accomplishments are indeed worthy of celebration, I believe they will serve as merely a starting point for even bigger and better things, as we continue to do whatever we can to support you on your exciting entrepreneurial journey.

Regards,

Bob Strade, EO Executive Director
bstrade@eonetwork.org

Looking Back at FY2011/2012



At the start of FY2011/2012, EO was gearing up for another year of success, driven by a theme of "Living the Values, Realizing the Vision." In alignment with EO's three-year strategic plan, and in service of our annual goals, we focused our efforts on increasing membership value through three key imperatives: **Learning, Leadership and Personalization**.

Looking back at the year, EO achieved tremendous success in the events, learning, communications and membership realms, among others. To support our values as an organization and our vision of building the world's most influential community of entrepreneurs, we developed new tools for leadership growth, personalized our existing offerings, strengthened Forums and upgraded our learning platforms to better meet the needs of members everywhere.

All in all, FY2011/2012 proved to be an incredible year. **For a more comprehensive look at our success last year, check out our Annual Review on the next page.**

FY2011/2012 EO ANNUAL REVIEW

CELEBRATING EO'S 25TH ANNIVERSARY

At the start of the new calendar year, EO began celebrating its 25th Anniversary, a seminal moment in the organization's storied history. With a theme of THRIVE, EO highlighted its role in transforming the lives of the entrepreneurs who transform the world by supporting countless events across the globe, all of which honored our impact as an organization and the success of the members we support. Special celebration kits were sent to every chapter, an EO Video Wall was launched to capture inspiring member testimonials and Universities showcased the value of EO.



EXTERNAL AWARENESS INCREASE

Our external awareness efforts reached a new high this year, as we continued to position EO as a global thought leader on entrepreneurship and our members as experts of industry. Through our external awareness initiatives, we successfully achieved a 72.7-percent, year-over-year increase in earned media—a new record! What's more, our Global Entrepreneur Indicator results increased significantly throughout the year, earning 115 media clippings and increased exposure in countless business outlets around the world.

NEW STRATEGIC PARTNERSHIPS

To ensure EO continues to offer its members the best value when it comes to membership benefits, tools and resources, we forged key relationships with industry leaders like Microsoft and the New York Stock Exchange (NYSE). Furthermore, EO has played an integral role in promoting the G20 and NYSE's Big StartUp, an initiative designed to drive job creation and stimulate the US economy. These new partnerships helped pave the way for the enhancement of member benefits and programs.

RECORD-BREAKING EVENTS

EO held numerous record-breaking events, once again raising the learning bar. For example, our third EO24 event had 91 chapters participating (a new record); the EO Queenstown University was the third-highest-rated University in EO history; and our EO Istanbul University sold out in record time. What's more, we held a record number of Strategy Summits (78) and Forum Moderator Summits (9), ensuring that our chapters and Forums continue to strengthen.

EMERGING PROGRAMS EXCELLENCE

FY2011/2012 was the year of the emerging programs. GSEA had an astounding 1,600+ nominations, 721 applications, 18 live competitions and 30 global finalists. Meanwhile, 535 people participated in Accelerator this year, of which an incredible 64 graduated into EO (against a goal of 45). Our emerging programs continue to yield outstanding results to show support to early stage entrepreneurs and those who run businesses while attending college or university.



ENHANCED LEADERSHIP SUPPORT

EO went above and beyond in leadership support this year. Not only were our Global Leadership Conferences (GLC)—held in Vancouver, British Columbia, Canada, and Manama, Bahrain—incredibly successful (GLC: Vancouver had the highest attendance in GLC history), but our fourth Leadership Academy earned a record-breaking rating of 9.5 (out of 10). In addition, EO launched its first Leadership Committee to drive more interest in member leadership and support existing leaders with enhanced learning. Volunteer EO leaders make a significant mark in the organization; their time alone benefits each member approximately US\$1,300 per year by keeping dues low and corporate partners engaged.

EXPANDING EO'S PRESENCE

EO proudly launched several new chapters around the world: EO Fort Worth, EO Kansas City and EO Raipur. These new chapters were a factor in our substantial membership increase and the expansion of our global reach. We also provided more resources for champions of other chapters, strengthened our Regional Councils, developed a new EO region (South Asia) and increased our support of local, regional and global growth.

EO MARKETPLACE LAUNCHES

You asked for it, and we delivered! In March, we launched EO Marketplace, a highly anticipated online platform that allows qualified members and non-members to share product and service deals with members in a secure and confidential manner. These deals represent savings and upgrades from various industries. To learn more or to share a deal, contact marketplace@eonetWORK.org.

NEW MEMBERSHIP MILESTONES

EO ended FY2011/2012 on a powerful note. As of 30 June, we are supporting a total of 8,700+ members in 35 countries and 122 chapters around the world—the most in EO's history! This incredible growth stems from our 89-percent membership renewal rate and our recruitment of 1,632 total new members throughout the year. These are tremendous accomplishments that speak to the value members are finding in EO.



ORGANIZATIONAL SNAPSHOT

(as of 30 June 2012)

MORE THAN

US\$160 BILLION

TOTAL SALES OF ALL MEMBERS WORLDWIDE

MORE THAN

8,700

TOTAL MEMBERS WORLDWIDE

1.7 MILLION

TOTAL NUMBER OF WORKERS THAT
MEMBERS EMPLOY WORLDWIDE

122

TOTAL NUMBER OF CHAPTERS WORLDWIDE

35

NUMBER OF COUNTRIES REPRESENTED

41

AVERAGE MEMBER AGE

US\$18.3 MILLION

AVERAGE MEMBER SALES

192

AVERAGE MEMBER EMPLOYEES

FY2011/2012 ORGANIZATIONAL NET REVENUE



- Membership Dues: **84.9%**
- Grant Revenue: **4%**
- Interest and Other: **1.3%**
- Forum Training and Events: **7.8%**
- Contributions: **2%**

EXPENSES



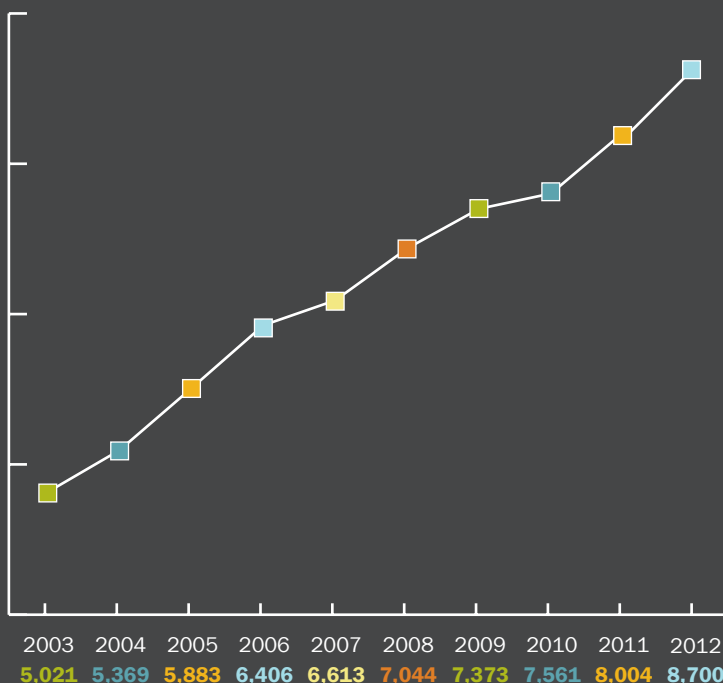
- Chapter Development: **33.8%**
- Communications: **11.5%**
- Net Conference Expense: **2.1%**
- Management and General: **9.6%**
- Global Benefits: **3.5%**
- Forum: **15.9%**
- Technology: **5.8%**
- Learning: **17.8%**

ALLOCATIONS OF MEMBERS' GLOBAL ANNUAL DUES

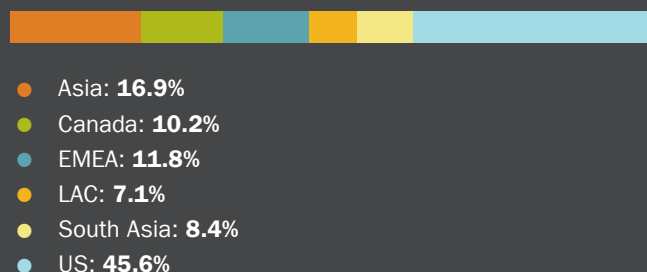


- Chapter Development: **28.8% - US\$432**
- Communications: **9.8% - US\$147**
- Management and General: **8.2% - US\$123**
- Global Benefits: **3.3% - US\$49.50**
- Learning: **16.5% - US\$247.50**
- Governance: **7.2% - US\$108**
- Technology: **5.2% - US\$78**
- Forum: **14.9% - US\$223.50**
- Depreciation: **5.1% - US\$76.50**
- Contribution to Reserve: **1% - US\$15**

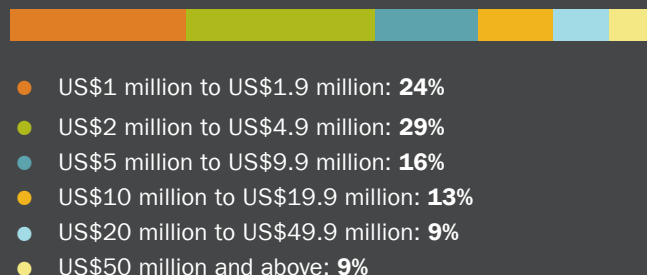
MEMBERSHIP GROWTH



MEMBERSHIP COMPOSITION BY REGION



SIZE OF CURRENT PRIMARY BUSINESS



FY2011/2012 EO ALL MEMBER SURVEY

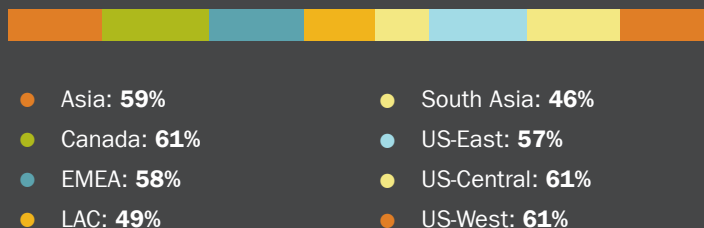


SURVEY HIGHLIGHTS

- » In all, **4,572 members** responded to this year's survey, representing more than **57.5 percent of the entire membership**. That's a two-percent increase from last year's survey!
- » The **overall value of EO** is the highest it has ever been, earning an impressive **8.2** (out of 10).
- » Approximately **48 percent** of respondents indicated they plan to **stay with EO indefinitely**, while 98 percent planned to renew this year.
- » We're spreading the word about the value of EO—respondents said their likelihood to **recommend EO** to a friend or colleague is **8.8** (8.7 last year).
- » Our benefits are improving—overall member satisfaction with Global benefits was an average of **8.2** (8.0).
- » Overall member satisfaction with chapter benefits was an average of **8.2** (8.0). Forum is the most highly rated of these benefits, earning an **8.9** (8.8), with chapter communications coming in second with an **8.8** (8.6).
- » The value that member leaders receive from an EO leadership position was rated an **8.5**.

MEMBER SURVEY RESPONSE BY REGION

This member survey was sent to all members in February 2012. Responses were collected through 29 February.



Thank you to the EO membership for helping make this year's survey our most successful one yet! For more top-line AMS results, visit <http://eoaccess.eonetwork.org/la/myeo/resources/pages/All-Member-Survey.aspx>.

EO Awards and Recognition

Every year, EO awards those who go above and beyond when it comes to learning, communications, membership growth and the Rock Star checklist. Below is a list of the award recipients for FY2011/2012. Congratulations to all who won!

Learning Awards:

- Best Joint Event: EO Montreal and EO Quebec
- Best Area Event: US-Central Marquee Event - Bourbon Tour with EO Louisville
- Best Business Development Event: EO Malaysia
- Most Creative Marketing: EO Western New York
- Best Calendar (chapters with more than 60 members): EO Vancouver – Jeff Duncan
- Best Calendar (chapters with less than 60 members): EO Karachi – Mohammad Dochki
- Best Personal Development Event: EO Mexico City
- Best WOW/Exclusive Access Event: EO Nepal
- Best Social Event: EO Kolkata

Communications Awards:

- GCC Leadership: Sanaullah Abdullah (EO Karachi)
- Best Chapter Branding: EO Vancouver
- Best Newsletter: EO South Florida
- Best PR/Media Campaign: EO San Antonio
- Best Social Media: EO Netherlands
- Best Video: EO Vancouver

Membership Awards:

- Bill Trimble Award for Most New Members: EO New York (48)
- Randi Carrol Award for Best Chapter Launch: EO Raipur
- Highest Percentage Growth: EO Guadalajara (70.6%)
- Century Club (awarded to all chapters hitting 100-member milestone for the first time): EO Nashville (114), EO Austin (107), EO Hong Kong (101), EO Colombia (101)
- Half-Century Club (awarded to all chapters hitting 50-member milestone for the first time): EO Utah (61), EO Panama (56), EO New Zealand (55), EO Germany-West (55), EO Albany (50)

Other Awards:

- Mark Lincoln Volunteer of the Year: Gene Lim (EO Los Angeles)
- EO Staff Member of the Year: Michelle Voon, EO's Chapter Manager, Northeast & Southeast Asia

Rock Star Chapters:

- | | | |
|---------------------------|-------------------------|------------------------------------|
| 1. EO Albany | 16. EO Iowa*** | 31. EO South Africa – Johannesburg |
| 2. EO Austin | 17. EO Kolkata | 32. EO South Florida**** |
| 3. EO Bahrain | 18. EO Louisiana | 33. EO Southeast Virginia |
| 4. EO Birmingham | 19. EO Malaysia** | 34. EO St. Louis |
| 5. EO Boston | 20. EO Mexico City | 35. EO Switzerland – Geneva |
| 6. EO Brisbane | 21. EO Nashville** | 36. EO Switzerland – Zurich |
| 7. EO Calgary | 22. EO Nepal*** | 37. EO Utah** |
| 8. EO Cleveland | 23. EO New Jersey | 38. EO Winnipeg |
| 9. EO Columbus | 24. EO New Zealand** | |
| 10. EO Dominican Republic | 25. EO Oklahoma** | |
| 11. EO East Tennessee** | 26. EO Ottawa | |
| 12. EO Edmonton***** | 27. EO Panama | |
| 13. EO El Salvador** | 28. EO Querétaro** | |
| 14. EO Hong Kong**** | 29. EO Raleigh Durham** | |
| 15. EO Indonesia** | 30. EO San Antonio | |



Gene Lim, EO Los Angeles

Tips for Rock Star Success

Earning Rock Star status as an EO chapter is a tremendous honor. EO Edmonton can attest to that, having earned the title five years in a row. EO Edmonton's Chapter President John Trapp offers tips on how to achieve Rock Star status year after year:

1 What's the secret to your chapter's success?

"I'm in awe and grateful to be a part of our amazing chapter and board. Each year, the incoming President has mandated our expectation to achieve Rock Star as the minimum accomplishment for the board. We strongly believe in the value that the checklist brings to each Chair and the chapter as a whole. We've also had the benefit of strong leadership, legacy and expectation built by many past Presidents and board members who have continued on the path to leadership. Lastly, and definitely not least, we have the most amazing administrator in EO!"

2 Why is achieving Rock Star status year after year important to your members?

"Primarily, the member value it brings. Rock Star is the result of our efforts, not the focus. We work toward member value with each Chair while keeping our eye on the metrics. We're all members and volunteers on the board; it takes the collective effort of the membership to have a Rock Star chapter."

3 What advice do you have for other chapters seeking a Rock Star award?

"Set the intention. Discuss the checklist as a board to gain consensus that it will drive member value for your chapter. Also, have your administrator schedule reminders for the important deadlines. Each Chair is accountable for the action items they're assigned. Finally, ensure full attendance at GLC and the Strategy Summit."

How to Find Your Next Superstar

Rasmus Ankersen, EO UK-London



One year ago, I did something crazy. I quit my job, purchased several plane tickets and traveled the world for six months, training and living with the world's best athletes and their coaches in an attempt to answer questions like: Why have the world's best middle-distance runners grown up in the same Ethiopian village? Why are 137 of the world's 500 best female golfers from South Korea? What is the secret behind Brazil's mass production of soccer superstars?

These gold mines of world-class performers offer numerous questions, to which the answers can greatly impact the management and success of our businesses. For example: What is talent? How can we identify talent? How is talent grown? And how can we grow it more effectively? As I traveled the globe to crack the code behind the world's most successful performance hotbeds, I discovered three key lessons regarding the art of identifying real talent:

1. What you see is not necessarily what you get.

Many of today's best athletes were hardly noticed at first. Just take Asafa Powell, the former world-record holder in the 100 meters. Three years before he smashed the world record, Asafa was just another Jamaican teenager trying to find a place to train. His best time in the 100 meters was 10.8 seconds, and he was rejected by nearly every Jamaican college. Which begs the question: How can you overlook the potential of one of the fastest people on earth?

Well, because great potential doesn't necessarily manifest itself in current top performance. Let's say you see two 19-year-olds running the same 100 meters; one runs it in 10.2 seconds, the other in 10.6. If you had to pick an athlete for your team, you'd choose the one who ran a 10.2, right? Not necessarily. If you're smart, you'll know that the 10.6 guy may have greater potential.

Imagine that the 10.2 athlete came from a professional training environment, while the 10.6 guy trained on his own. As it stands, a raw 10.6 can be significantly better than a trained 10.2. Great talent spotters understand this principle. What's important is not the performance in itself, but what caused it and the story that lies behind it.

2. If people come with problems, they come with potential.

Great talent discoveries happen only if you're willing to suspend your idea of something perfect. Real potential does not necessarily look perfect. Shelly Ann-Fraser, the Olympic 100-meter champion, is a great example. At the age of 19, she ran the 100 meters in an unremarkable 11.7 seconds. Shelly always ran well early in her races, but she fell apart technically and lost speed as the race went on. This made her coach think, "Okay, if I can improve her technique and get her to train properly, she will improve drastically!" He succeeded in getting her time down to 10.73 seconds, and the rest is history.

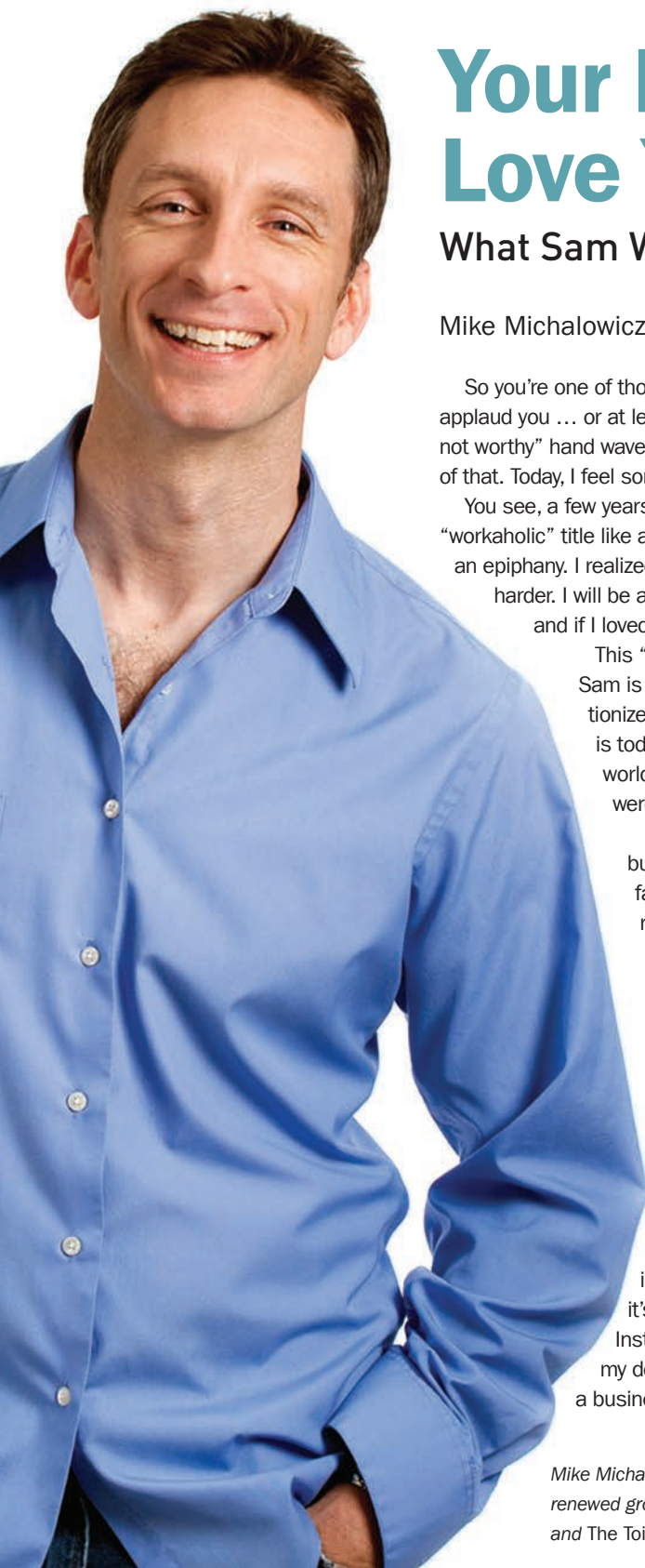
As a leader, you must love weaknesses and see them as opportunities for finding the rare talent that everyone else has overlooked. When you're looking at an employee, ask yourself two simple questions: "Can I eliminate his or her weakness?" and "Do I have the time to do it?" Remember— if someone comes with problems, they also come with potential.

3. Keep an open mind and adopt a wide view.

The world is full of people who were originally tagged as "unsuitable" because they didn't conform to some standard size, quality or look, but who nonetheless ended up performing extremely well. Take the Swedish high jumper Stefan Holm, who won Olympic gold in Athens in 2004. What makes Stefan particularly interesting is his height. He's six-feet tall, which is almost dwarf-like when it comes to the high jump. Despite this, Stefan boasts a personal best of 2.40 meters, and shares the unofficial world record of being able to clear the greatest height above his own height. If Stefan had been judged by the usual standards applied to high jumpers, he would have been rejected almost before he started. He shows how important it is to keep an open mind and not write people off on the basis of mechanistic tests and checklists, a practice that is becoming more rife in talent development the world over.

When I think of the challenges involved in finding the right talent, I think about what Capital One CEO Richard Fairback once said: "At most companies, people spend two percent of their time recruiting and 75 percent managing their recruiting mistakes." In my experience, the world's best talent spotters have the courage to focus on people's underlying character traits and motivations, rather than getting hung up on classic measures of ability.

Rasmus Ankersen is the founder of RFA Performance & Research and a speaker on talent and performance development. Fun fact: Rasmus got his Danish sports ego massively crushed while running with teenage runners in Ethiopia.



Your Business Can't Love You Back

What Sam Walton Taught Me about Life

Mike Michalowicz, EO New Jersey

So you're one of those hardcore, work-until-sunset entrepreneurs, right? You're a winner! I get it. And I applaud you ... or at least I would have five years ago. In fact, I would have done the "I'm not worthy, I'm not worthy" hand wave dance for you back then. I might have even tried to kiss your feet. But today? None of that. Today, I feel sorry for you.

You see, a few years ago I was that guy. I was dead set on winning the entrepreneurial game. I wore the "workaholic" title like a badge of courage. I put everything I had into my business. And then one day, I had an epiphany. I realized something life-changing: On my deathbed, I won't be saying I should have worked harder. I will be asking myself if I lived life to the fullest. I will wonder if I fulfilled my life's purpose, and if I loved my family and friends unabashedly.

This "a-ha" moment occurred after learning of Sam Walton's final words. By any measure, Sam is considered to be the ultimate entrepreneur. He took a small general store, revolutionized the retail industry and built his business into the mega-corporation that Walmart is today. During his lifetime, he was in regular contention for being the richest man in the world. And yet, it's what Sam said on his deathbed that gave me pause. His final words were: "I blew it."

Sam Walton blew it? How could that be? He was a full-time, always-there businessman! He would do anything to grow his business, and it gave him immense fame and fortune! But that's where the problem lies because when it came to the rest of his life, Sam wasn't nearly as dedicated. He was never really "there" as a father, husband and friend. He had the wealthiest pockets, but the poorest soul. And in those last minutes of his life, he realized where he had failed.

I wonder if the same would be true for a person who dies after having lived the richest life with family and friends they so loved, but didn't have a business success story to define them. I suspect that he or she won't say, "I blew it." The truth is, dying is a fact of life, and it will happen sooner than we want, especially if we don't start working on the life part way more than the entrepreneurial part. Like Sam, I had made my business my top priority. But after learning how it all ended for him, I knew I had to make a change. I decided to put life first.

Looking back at his legacy, Sam Walton left us with the greatest entrepreneurial lesson of all time: It is better to have an incomplete business life than an incomplete human life. I try to keep that in mind as I work on my business. While it's still important for me to achieve professional success, I no longer let it define me. Instead, I focus on building loving and meaningful relationships because I know that on my deathbed, it will be the people I loved who will be there, providing me comfort ... not a business or a bank account. Sam Walton is proof of that.

Mike Michalowicz is the CEO of Provendus Group, a consultancy firm that helps companies achieve renewed growth. Fun fact: Mike is a nationally recognized speaker and the author of The Pumpkin Plan and The Toilet Paper Entrepreneur.

EO Partner Presents: Family First, Business Second

John Manning, General Manager,
MAP Consulting

Does your business rob valuable time from your family and friends? Recently, a good friend of mine shared a story related to this challenge. His 6-year-old son's school was hosting a mid-day "father/son" event. Driven by his wife's "serious urging," he made a decision to attend the event, even though a last-minute business crisis had reared its ugly head.



Leading the Charge in Latin America

For many EO members, pursuing a leadership path within the organization is a great way to make a mark on the local, regional and global level. EO Guatemala's Karina Koper is doing that and more, serving as Learning Director and the first female Chapter President in EO's Latin America/Caribbean (LAC) region. We sat down with Karina to talk about her leadership journey, the value of EO and her chapter's future.

You're the first female Chapter President in all of LAC— what does that mean to you?

KK: It's something I never dreamed would happen! I've been fortunate to serve in various leadership roles in EO, but getting to lead my chapter is really amazing. EO has given me a wonderful journey, and this is my way of giving back. I hope I can inspire other women to get involved in leadership positions— not just in EO, but in all of LAC.

How has your EO leadership journey helped you become a better entrepreneur?

KK: Not long ago, I was really sick, and EO was a way for me to get healthy. I used to put 15 hours a day into my business, and I wound up neglecting other things that were more important— my friends, my family, my health. I needed to learn how to delegate better, but the challenge was finding the right people and putting my trust in them. It was hard for me to let go at first. Thanks to the Entrepreneurial Masters Program (EMP), I discovered how to create more time for myself. My leadership path changed my whole perspective on how to run my business and life. Now I have three companies and more free time than I've ever had!

What do you hope to accomplish in EO Guatemala this year?

KK: For starters, we have to grow our chapter. People see this great entrepreneurial presence in Guatemala— we want to grow that and make a bigger impact throughout Latin America. Also, I want to make sure EO Guatemala is healthy for another 10 years. And I want to ensure my fellow board leaders enjoy their positions. I chose my board very carefully, and I know that each of them will really enjoy their leadership experience.

What would you tell other members who are interested in EO leadership?

KK: I'd tell them that every minute you're in a leadership position you're going to learn something. You have to put a lot of time in and be committed to EO and your chapter, but your hard work will come back to you in many, many amazing ways. When you pursue a leadership position in EO, you're welcomed into a new family of leaders who will have your back in work and life.



When he arrived at the school a few minutes after the event had started, there was one boy standing outside, holding on to a chain-link fence, waiting for his dad. The boy was his son, and when their eyes met, the expression of joy on the boy's face melted his heart. He was happy he had made the right decision, though he felt a pang of guilt for ever considering not attending the event.

One of the main reasons why so many of us put in long days and weeks at work is to support our loved ones. Ironically, the opposite message can be sent that our business is more important than the people we're trying to support. In time, this situation will eventually take its toll on our important relationships. The fundamental resource to get control over your time and your life is *you*. Here are a few tips to help you keep your priorities in order:

Make better time management a major goal. Write out a plan to achieve better time management, and include specific activities and dates. Support your plan with relevant resources; i.e., books, workshops, time-saving technologies, etc.

Schedule personal activities in your calendar first. Schedule family, health and spirituality activities in your calendar before

anything else. Add things like soccer games, date nights and exercise routines to your schedule, and then add non-personal events around these activities.

Delegate more. Greater delegation and "letting go" of the need to control anything and everything will give you the gift of time. Use that time to focus on the "vital few" instead of the trivial many. Benefits include greater productivity, goal attainment and a happier you.

Unplug from work. When it's family or friend time, turn off the computer, stop obsessing with your Smartphone and temporarily disconnect. No excuses ... just do it.

John Manning is the general manager of MAP Consulting, an EO Global partner. MAP has helped 160,000 entrepreneurs and 13,000 organizations create sustainable results. Visit www.mapconsulting.com/eo to learn about exclusive MAP support for your business or EO chapter.





You Get the Staff You Deserve

Damien James, EO Melbourne

I'm sure you've offered someone a job and it didn't work out as planned, right? Well, have you ever made such a poor recruitment decision that it cost you your entire business, all the money you've ever earned and your reputation? I did, and it turned out to be the best professional decision of my life.

It all started in 1997, when I graduated from university with a bachelor's degree in podiatry. I had always dreamed of running a successful company—just like my father—so I started a mobile podiatry business that catered to nursing home patients. Within three years, I was operating Australia's largest podiatry service and treating more than 1,000 patients a week! Flushed with confidence, I launched a second business; a chain of sports clinics that boasted high-profile clients like Martina Navratilova and Lleyton Hewitt. As you can imagine, life was good! I was making money and living the entrepreneurial dream ... and then it turned into a nightmare.

It's amazing how quickly things can turn for the worse in business. In my case, it was a hiring mistake that torpedoed my success. A trusted employee whom I had hired and respected fleeced us for US\$300,000. I was shocked, to say the least. When I finally got the chance to confront the fraudster—I later learned he had a long criminal history—he fled to Russia. What's worse, he started offering my staff US\$2,000 in cash a week to join a competing company he had launched. Before I knew it, I had lost most of my staff and several big contracts—both to my


new competitor. A few weeks later, I was forced to put both of my businesses into liquidation. I couldn't believe it. Talk about a rough day at the office!

My reputation in tatters, I considered walking away from the industry for good. But then I remembered my father, and how he would navigate through the hard times. I was facing a difficult journey ahead, but I wasn't a quitter. Like any good entrepreneur, I had to persevere. After considering my options, I decided that the only way to rebuild my name—and my life—was to start over. Keen to avoid the same pitfalls, I went back to school, earned a master's degree in entrepreneurship and engaged a business mentor who delivered the reality check of a lifetime. He said, "You get the staff you deserve." It was a huge slap in the face, but it was exactly what I needed to hear.

That feedback forced me to look in the mirror and accept full responsibility for what had happened. For starters, I was pretty clueless when it came to our financial statements. The fraud was probably like taking candy from a baby! It was my responsibility to know everything about my business instead of relying on those whom I hire. I also realized that the only way to rebuild a stronger business was to become a smarter business operator. That's the biggest lesson my business failure taught me—to work harder on *myself* than on my business. With this knowledge, I started my company all over again, using my lessons learned as a foundation for better business.

Today, I'm happy to say that my new business, Aged Foot Care Australia, is the world's largest podiatry service and our revenue has grown in excess of 50 percent annually for the past two years. And I doubt any of this would have happened had I not lost everything in such a public failure a few years ago. It's true what they say: Failure hurts. But it's a pain I can live with if it gives me the knowledge and tools I need to become a better entrepreneur.

Damien James is the founder of Aged Foot Care Australia P/L. Fun fact: Damien registered his first business name when he was 11 years old (and became insolvent within one week).



SNAP SHOTS | Toronto



EO Toronto's Dave Burnett took the phrase "living on the edge" to another level. During a recent chapter event, Dave and his peers engaged in a once-in-a-lifetime experience by dangling 356 meters above Toronto, Canada, on the edge of the CN Tower.



Exit Planning for Entrepreneurs

Mark Tepper, EO Cleveland

As a certified financial planner, I've seen entrepreneurs spend endless hours managing their company's day-to-day operations to optimize efficiency, only to give little thought to planning how and when they might exit their business. For those owners looking to sell, a well-conceived exit strategy can facilitate receipt of the maximum sale price and help ensure a comfortable retirement. Here are some best practices I share with my clients in preparation for their eventual business exit:

Use Time to Your Advantage

When it comes to the exit-planning process, you can never start too early. A minimum lead time to adequately plan for your business exit is three to five years. As a starting point, it's important that you detach yourself from your role as an owner and begin viewing your company through the eyes of a prospective buyer. Acquiring investors will pay a multiple of your free cash flow (or EBITDA) based on how risky they perceive your business to be. The more risk, the lower the multiple. Therefore, the two-pronged goal is to increase your EBITDA—especially in those critical years immediately prior to the sale—while simultaneously minimizing risk in your business.

Determine Your Financial Readiness

Equally as important as planning ahead is the creation of a personal financial plan, along with a market valuation of your business, to determine where you stand. A good financial advisory firm that specializes in working with entrepreneurs can craft these two critical pieces and orchestrate the eventual exit strategy. What's more, integrating the business and personal planning will help you determine the sale price needed to fund your lifestyle post-exit. This approach will also help you quantify your business' worth today and map out the best course of action to reach your target valuation.

Bulletproof Your Business Model

I always tell clients to structure their business so that it's independent of them. Businesses that are dependent on a specific owner become very risky investments once that individual departs. To put this into practice, hire someone to operate the daily business

activities, and then learn how to govern the company from a distance. And don't forget to document systems and procedures. This "how to" instruction manual can't be in your head. The business needs to be able to run like a well-oiled machine immediately after you're out of the picture. Choosing not to develop this guidebook will inevitably lead to a lower multiple.

Organize Your Financial House

To stay ahead of the game, ensure that CPA-reviewed or -audited financial statements are available and in order. Most potential buyers will want to see three years of statements. As the seller, you will also want to back out of any "lifestyle" spending that had been run through the company, such as car payments, meals and vacation costs. Removing these expenses will help increase your EBITDA. Finally, eliminate unpredictable roadblocks, such as lawsuits or accounting issues, as any potential issues will translate to a lower multiple.

Assemble an All-Star Team

Before weighing any offers or making it known that you're in the market to sell, create a team of advisors to help guide you through this process. Seasoned advisors have been through this process numerous times; select one that you feel has his or her interests best aligned with yours. This advisor should be the leader of your team, and should act as the intermediary to ensure that the rest of your squad is synchronized.

Ultimately, when it comes to planning for your business exit, understanding the process from end to end can help you avoid common pitfalls and determine where you can best maximize valuation. If there's one thing I learned while working with countless business partners for more than two decades, it's that preparation is king. The better prepared you are, the more successful your transition to the real world will be.

Mark Tepper is the president of Strategic Wealth Partners. Fun fact: In his free time, Mark enjoys coaching tee-ball, playing softball and golf, and vacationing excessively with his family.



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NEURSHIP *th* ART

It takes a lot of patience, determination and commitment to become an entrepreneur.

It also takes a lot of heart.

EO El Salvador's Edwin Escobar knows that more than anyone, having recently set a Guinness World Record for the most country capitals traveled continuously on a motorcycle.



Doing something for others has always been a way of life for Edwin. Driven by a desire to give back to his community, he recently visited five Central American countries and their capital cities to generate awareness of children's nutritional issues, a cause central to his charity, Love 'N Roll. Upon completing his record-setting journey, *Octane* caught up with Edwin to learn more about his adventure, the preparation involved and how EO helped realize his vision.

You started your trip in San Jose and ended in Guatemala City just 29 hours later— talk about an entrepreneurial journey! What inspired you to take this adventure?

EE: I've always been passionate about sports that involve wheels. As I got older, I noticed that the people practicing these kinds of sports are very passionate and always looking for new adventures. After meeting with Gerardo Funes, a fellow EO member who owns an advertising agency, I came up with a way to channel that passion and make a mark in my community. That's how Love 'N Roll was born.



Edwin, age 2, pursuing his passion at an early age.

What were you hoping to accomplish with Love 'N Roll?

EE: I started the charity to raise funds and awareness for children's nutritional programs in El Salvador and Guatemala. According to UNICEF, malnutrition among children in El Salvador is 23 percent, and in Guatemala it's an astounding 49 percent. I chose this cause because the first few years of a child's life are critical for physical and cognitive development. A child who does not have enough (or the right) nutrients in this phase may go on to have health complications and learning challenges. Nutrition goes hand in hand with education if you want to bring a country out of poverty. I am convinced that a country with limited natural resources, like El Salvador, can overcome poverty through brainpower and ingenuity.

How did you prepare for this record-setting journey?

EE: The preparation required picking the right equipment and training the areas of the body that's most involved. For this challenge, I picked the BMW R1200 GS Adventure, a wonderful motorcycle with a huge tank of 8.4 gallons that can easily travel more than 320 miles at regular speed. As far as physical

preparation is concerned, I focused on the abdominal and lower-back areas. Exercises like yoga and Pilates are great for strengthening the core. Also, the mental factor and resilience cannot be overemphasized; to me these are far more relevant than the physical condition or the equipment.

How fast did you need to go to set this record?

EE: It wasn't about speed— it was all about rhythm. To establish this world record, I traveled close to 1,000 miles on a motorcycle continuously, only stopping at border crossings and capitals to have a picture taken at a monument and to meet with attorneys who verified that it was me on the same motorcycle. If you go fast, it is more stressful and you get tired quicker. On the other hand, if you go at a comfortable pace, you feel more rested and you're in what athletes call "the zone." Also, Guinness is very strict on complying with local speed limits.

How has being an entrepreneur helped you fulfill your goals?

EE: Being an entrepreneur has made all the difference in bringing this two-year project to light. An entrepreneur knows the meaning of the quote: "A business is one percent inspiration and 99 percent perspiration." I believe that one of the keys to making any dream come true is to treat it like a new venture. I hired a project manager right from the beginning to follow up on the idea, and I am sure that without her, I would have stumbled and probably abandoned the project entirely.

What role did EO play in the success of this venture?

EE: EO has been fundamental in the process of Love 'N Roll. This idea took form during a conversation with two EO members: Gerardo Funes and Jose Luis Saca. They've provided assistance through their companies and staff, without charging me a dime. Talk about the power of EO! My Forum has been a blessing, too. They have been a great support system and offered a ton of guidance.

Edwin, center, holding his Guinness World Record plaque with his Forum.



What did this experience teach you about business or life?

EE: In general, I tend to dread the process and focus solely on the outcome. I have become conscious of this, and I am doing all that I can to enjoy the process as much as possible. Often, the process takes 90 percent of the time and effort, and the outcome is only 10 percent. By dreading the process, I am dreading life because life itself is a process. Moral of the story: Don't skip life while it's happening.

When you met with local press, you talked a lot about following your heart more than your mind. Why is this important?

EE: Following my heart more than my mind is important to me because my heart gives me a sense of purpose, clarity and strength; it's bold and its intentions are pure. My mind, on the other hand, can be confusing, noisy, weak and fearful, and its reasons might not be all that clear. The mind might have the "hows," but the heart has the "whats" and "whys." When the mind runs out of reasons, it's the heart that will carry you forward in business and life.

Several times throughout your journey you found yourself operating out of your comfort zone. How did this help you reach your goals?

EE: Stepping out of your comfort zone is just another word for change, which is the only constant in our world. It is only when you step out of your comfort zone that you are able to truly discover your greatness. When I think about the times in my life that are truly memorable, I was either giving or receiving love, or I was growing. This record-setting journey was a moment of pure growth in areas that were new to me, and in the process of discomfort I was able to redefine who I am and what I am capable of ... at least until the next moment of change arrives.

How happy are you with the outcome of your charity drive?

EE: I'm so excited! For being the first event of its kind in Central America, we made quite some noise for our cause. Regionally, we received 970 square inches of promotional space in newspapers, including a local cover page; 120 minutes in television time; and 240 minutes on the radio. We were also able to raise US\$52,000, and we benefited 260 families. We surpassed our goal. All I can say is what a ride!

What's next for Love 'N Roll?

EE: I want Love 'N Roll to continue generating innovative events to bring awareness to specific causes in an unorthodox way. We already have two cool events lined up! We're supporting Jorge Aguilar—the first Salvadoran motorcycle pilot to race the renowned Dakar Rally—and raising funds for the Special Olympics. And in December, my wife and I are going to India to support a UNICEF event. And yes, it's an event that involves wheels!

E0360: Making a Mark

Every day, members like Edwin are making a difference in their communities. To see a special video of Edwin's journey, scan the QR code at right or visit <http://blog.eonetwork.org/edwin>.



The Power of Your People

Sayyid Mohammed Al-Said, EO Oman

Our businesses are only as powerful as the people we employ. As a service provider in the oil and gas industry, I know that all too well. After six years of starting and running new businesses, I found myself facing the same HR challenges; my experienced employees are nearing retirement, while younger employees are not attracted to my industry. After a Forum presentation opened my eyes to the impact this had on my business, I vowed to learn how to retain my qualified people and attract younger employees. Here are two best practices I uncovered during my search for solutions:

ENGAGEMENT AND TRANSPARENCY

I learned the value of one-on-one relationship building. With 250 people on staff, I focused my attention on those with little experience—less than six years in the industry—but high potential. I interviewed new recruits at the engineers' level, established a mentorship program and held informal meetings to address their career aspirations. By taking the time to understand what drives my younger employees, I was able to see what they needed to achieve success. As a result, they felt more valued, and the rate of young staff turnover fell dramatically. I took a different approach for my more experienced staff. Instead of focusing solely on their careers, I elaborated on the vision of the organization, while improving the business structure through corporate governance. This helped motivate them to "own" their role in the big picture, and created much-needed transparency across the board.

CELEBRATE ACCOMPLISHMENTS

Another big lesson I learned was the value of sharing successes with your staff on a consistent basis. When my employees come to work, they're looking for ways to achieve recognition and celebrate their accomplishments. Knowing this, I decided to take the first 10 minutes of every stand-up meeting to recap the previous week and highlight personal and professional successes. This exercise has proven to be a useful team-building tool, whereby my staff gained confidence in working together and in knowing that the organization is sound. I, in turn, get to keep my finger on the pulse of my staff.

Sayyid Mohammed Al-Said is a serial entrepreneur, and the founder and CEO of IBD Group. Fun fact: Sayyid Mohammed worked as an engineer at PDO (a Shell-operated company) for 10 years prior to pursuing his own business interests.

Back-to-School Business Growth

Sarah Schupp, EO Colorado

I started my business when I was a senior in college. It began as a project in a business-planning class, and became something so much bigger. Looking back at my college career, I can't believe how much value I received from the available resources on campus. I honestly couldn't have started my business without the support of the faculty and staff.

Eight years later, I still maintain a strong connection with my college. In fact, my active participation with the school is one of my secret weapons to building a successful business. Leveraging my college's various resources has helped me build my company's brand, recruit employees and find a variety of professional-development opportunities. Here are a few ways you can connect with your local college or university:

Marketing: Approach a marketing professor about your company being a test case in their class. In my experience, faculty members often look for local businesses that they can partner with for student projects. These students may help you develop something totally different than your team might have come up with, and it's great experience for the students.

Internships: Host an internship program. Work with the university to structure a program that will add value to your business and to the student's educational experience. The more structured the program, the better. Also, find ways that students can engage with your business beyond just making copies. If possible, make it a paid internship. This will increase your intern applicant pool and provide more accountability for the student.

Business Plan Competitions: Attend and/or judge the school's business plan competition. Judging a competition can be a great networking and branding opportunity for your business. You may even identify a bright group of students that could be prospective employees, and you may have an interesting connection with the other judges. Once, when I was judging a competition, I connected with a product manager at Google who helped me transform the way I optimized my website.

Speaking Opportunities: Find out which faculty members bring in guest lecturers, and reach out to them. Business schools are always looking for exciting entrepreneurs who can share their experiences and inspire students. I have found some of my best employees because I have spoken in their classes, and they developed an affinity for my company. It's an easy way to recruit without a hard sell.

For some reason, schools are often overlooked when it comes to gaining business support and growing your network. In my experience, your local college or university can be one of the most helpful resources for your business, and can give you the tools you need to go from good to great. All you have to do is reach out and pave the way for new and exciting business opportunities.

Sarah Schupp is the founder and CEO of UniversityParent.com, the #1 resource for college parents. Fun fact: Sarah was recently named to Inc. Magazine's "30 Coolest Entrepreneurs" list.



EO Asks

What popular entrepreneurial advice do you most disagree with?

"‘You need to be working on the business rather than in the business.’ I think you need a balance of both. Unless you get your hands dirty from time to time, it's hard to see where you need to improve."

- Michelle Gamble, EO Sydney

"That you have to keep overhead low at the startup stage. While this is highly recommended, recruiting competent human resources since inception goes a much longer way in driving revenue."

- Rafael Cañas, EO Costa Rica

"You need a business plan to start a business, as well as a five-year goal to keep it going. Every year our plan changes, and I think that if we were stuck on just one way of doing things, we would miss opportunities in our constantly evolving industry."

- Hillary Bell-Strasner, EO Fort Worth

"That you need to start with the ‘low-hanging fruit.’ My vision was big, so I questioned why I needed to start at the bottom when I could just as easily start at the top. This worked for me, but I understand it doesn't work for everyone. I needed a bold approach that matched my vision. Rather than start small, I decided to start big."

- Jennifer Carlson Broe, EO Calgary



The Internship Effect

Nikhil Mistry
EO South Africa-Johannesburg

What happens when you recruit 100 inexperienced interns to support your clients, and you only have five people on your team to manage them? You enter the land of lessons learned, and those lessons are both humbling and invaluable.

About a year ago, my business partner and I were spit-balling ideas on how to use interns to work on our software-development projects. We wanted to lower the cost of our project teams, while giving local university students valuable work experiences and mentoring opportunities. Six months later, the Global Center of Innovation was launched, a program to educate interns on the rules of business, while helping us achieve continued growth and success. It was a win-win setup; we received extra support in delivering quality products to our clients, and the interns received real-world experience!

Like most things in business, however, it wasn't as easy as it seemed. Upon launching the program, we secured 100 interns from around the world, all of whom were ready and willing to help out in our various offices. But just as we got the program up and running, it dawned on us: We weren't prepared to support all of them. With such a small management team, how in the world could we track the interns' progress? How were we supposed to train everyone? How would we manage the teams? Across the road our clients were eagerly awaiting the reduced product costs and quicker turnaround time we had promised them. Needless to say, we were beading with sweat.

To ensure our internship program worked—and our clients stayed happy—we had to connect our interns globally, train them, assign them work and deliver immediate results. Unfortunately, we were confronted with several unexpected issues. Most of our interns had little or no experience working in a professional environment; they were inexperienced when it came to collaboration technology like video conferencing and cloud storage; they wanted to play instead of work; and they had language barriers. Thankfully, we were able to overcome these obstacles and develop a solid working structure by adopting the following approaches to managing unskilled labor:

- » **Use interns to manage interns.** We refrained from jumping into disciplinary hearings whenever we discovered that an

intern's work hadn't been completed. Instead, we used the interns to form project management, human resource and employee relations teams to hold everyone accountable and keep things on track.

- » **Emphasize lessons, not failures.** Instead of punishing mistakes, we approached failures as learning experiences. Okay, you screwed up. What did you learn, and how will you adapt so that you can overcome this obstacle the next time you face it? This approach created a sense of respect among the managers and interns, and allowed for more solutions.
- » **When in doubt, innovate.** We spent a considerable amount of time instilling an attitude of adapting to and overcoming obstacles. Everyone hits a wall, and everyone faces problems to which they don't have answers. The interns knew that they could come up with innovative solutions without being admonished for failure, and as a result, they got creative. To this day, I am astonished at the innate ingenuity that our interns nurture.
- » **Make face time a priority.** Rather than relying on our task management system or sending round after round of email updates, we recorded weekly "status update" videos to show interns their progress. The videos covered topics such as achievements, risks and trouble areas that needed to be addressed. No matter how short the videos were, interns seemed to flock to them whenever they were made available.

Having worked with more than 300 interns since the Global Center of Innovation was launched, I have learned that given the opportunity and responsibility, even unskilled and inexperienced workers can surprise you. Watching them fall over, get up and try again to eventually succeed has been one of the most rewarding experiences of my entrepreneurial career.

Nikhil Mistry is the director of Ativio and an avid technology enthusiast. Fun fact: In 2003, at age 20, Nikhil was the youngest certified Oracle instructor in the continental USA.

Connections to Experts: Learning to Rise Above

When John O'Leary was 9 years old, he was burned on 100 percent of his body and given less than one percent chance of surviving the night. He went on to become a college graduate, business owner, chaplain, husband, father and a renowned international speaker. *Octane* sat down with John to discuss the power of perseverance, discovering your passions and excelling in the face of adversity.



You faced such incredible hardships at such a young age. How did you power through this extremely difficult ordeal?

JO: When first told of the severity of the burns, I asked my mom if I was going to die. Rather than giving me an answer, she asked, “Do you want to die?” In that moment, my mother exemplified great leadership— she didn’t provide an answer for me, she asked the critical question. It was my choice: life or death. And that day, I told my mom that I wanted to live. Her response was: “Then take the hand of God, walk the journey with him and fight like you never fought before.” I followed that advice then and I still do today; it’s empowered me to not look backward or feel overwhelmed.

What has kept you motivated over the years?

JO: It’s an amazing paradox of life that the challenges of our yesterdays can either break us or lead us toward our tomorrows. The beautiful, empowering aspect of this paradox is our personal choice. Our success is ultimately not dependent upon externals, but on our daily reaction and freedom to choose the next best step. This truth has served me well in all facets of life.

In your presentations, you talk a lot about rising above challenges and fulfilling your potential. How can our members do these things when facing difficult situations?

JO: My favorite quote is relayed in the book *Man’s Search for Meaning*, by Viktor Frankl. The quote is, “He who knows his WHY can endure any HOW.” As business leaders, parents and leaders in life, we spend an inordinate amount of time focused on the HOW or the WHAT instead of the WHY. I keep my WHY in front of me always. What ultimately guides us and motivates us forward is totally unique, but in discovering yours—and inspiring your employees and family to discover theirs—the challenges faced have a beautiful tendency of becoming gentle bumps in the road on the way to success.

What’s the best way to embrace challenges and transform them into a foundation for outstanding growth?

JO: It’s so important to keep our challenges in perspective. In thinking about every great challenge I’ve ever faced, it has become clear to me that those challenges were doing two things: Preparing me for something even more significant in the future, and showing me that things were never as bad as I thought they were! They became life lessons and definers of character that led to new relationships and opportunities; they always served as the foundation for the next step forward. I imagine as your readers review their challenges they’ll discover the same truth exists in their life.

Whether it’s in life or business, what should every person keep top of mind when navigating through life’s difficulties?

JO: What ultimately matters isn’t the challenges, but what we do with them. Think about this: When a market drops, is it a negative or a positive? When there is flux in markets or relationships or even health, is it a negative? It certainly can be, but it might also be an invitation for change and creativity, the opportunity to pursue a new direction forward, the ability to reassess what matters most and how we are going to take our next best step forward.

Do you have any parting words of advice?

JO: The more you make your business, your relationships, your dreaming, your strategizing, your networking and your LIFE about others, the more successful you will become.

An international speaker, John O’Leary has shared his incredible life story with more than 750 organizations around the world, as well as countless EO chapters. John is represented exclusively by EO Dallas member Gail Davis. To learn more about John’s experiences, visit www.rising-above.com.



Surviving Business Abroad

Bryce Maddock and Jaspar Weir
EO Los Angeles

Expanding your business overseas can bring with it a decent amount of battle wounds. We know, having experienced our fair share. Four years ago, we opened our first office in the Philippines. Since then, we've survived typhoons, shakedowns and being robbed by our own management team—twice. Here are some rules we live by when it comes to international business:

The More You Know, the More You Grow

There's one piece of advice I wish we would've received at the start of our venture: Don't do anything before securing a well-qualified accountant and lawyer. If your budget allows for it, I would secure several. It's imperative that you understand the nuances of the labor and tax codes in the country you're hoping to set up shop. We found out the hard way. In the Philippines, employees are paid an annual bonus equivalent to one month's salary, called "13th month" pay. Imagine discovering this at the end of your first year in business. Goodbye to the profits we thought we made! Had we secured counsel in advance, we would have asked the following questions: Is government corruption a problem? What do we do if we get shaken down? What if an employee sues us? Using your imagination is crucial here, as is preparing a list of questions before any initial meetings.

Pack Your Bags and Your Brains

Under no circumstances should you ever start a business or even open an office in a foreign country without first visiting the location. That's like putting your clothes on before you take a shower—it just doesn't make sense. And don't even think about taking the easy way out with technology. We've found alternative means like Skype to be insufficient. There is no substitution for first-hand experience. You will learn infinitely more about the people and culture within five minutes of face-to-face communication than a month's worth of video chatting. Our initial trips to the Philippines were true adventures and provided the framework for what would eventually become our business.

Surround Yourself with Smart People

In all, it took us 18 months and three management teams to find a core group with whom we could work and trust. Our first two teams stole money from us, which is a risk you take when allowing a team abroad to manage their own budget (funded personally by you). Internal recruiting has since become our single greatest resource for developing dependable managers abroad. We recruited young, ambitious people within our organization and gave them greater responsibilities. Two years after adopting this strategy, we have quintupled in size and assembled a top-notch team in the Philippines.

Observe and Adapt

Regardless of your desired location, the culture you will be dealing with is bound to be vastly different from your own. Patience and persistence is needed to fully grasp and accept these differences. Offending your employees or clients is unintentional, but it will happen. In our experience, we've realized that observation is critical to succeeding in new locations. Avoid pushing your ways and etiquette. Instead, listen and observe the way people interact. The quicker you adapt, the better you can communicate and focus on the tasks at hand.

Bryce Maddock (right) and Jaspar Weir (left) are co-founders of TaskUs, which offers "Ridiculously Good Outsourcing" for leading Internet companies. Fun fact: TaskUs started in 2008 out of a guest room in Bryce's parents' house.

Life Lessons from My Father

How I Learned to Live with Passion and Purpose

Jeff Ginn, EO Cincinnati

When my dad was just 3 years old, his father chose to abandon his family, leaving my grandmother to raise eight children on her own with no education and no job. In a world where that situation seems to be more and more prevalent, my father not only raised his own biological children, he also raised a child he didn't have to— me, his adopted son.

Growing up, my dad had to work two jobs just to provide for us. He always sacrificed himself to support his family. To him, family was everything. It was one of the most endearing parts of his character; his commitment to his loved ones showed in every interaction, and he was always putting us first, even if it meant attending to his own needs second. Over the years, I learned many life lessons from my father, some of them planned, many unintentional. Some of the most valuable lessons I learned came from his great example. He showed me how to love, be generous, work hard, cherish family and enjoy the present because tomorrow isn't promised.

Still, the most powerful lesson I learned is also the most painful. It is not a lesson that my dad taught me, but one that I learned from his life. For more than 30 years, he worked at a job he hated; one that never pushed him to use his natural talents. He entered that factory because of his dedication to provide for his family, and when he came home, he would talk about retirement. My father dreamt about the free time that he would have to spend with us, and how he would use that freedom to make others happy. The only way he could get through his job was to dream of what life would be like afterward.

Sadly, my father did not live to see his retirement. In 1992, he was diagnosed with late-stage melanoma. He fought a brave and honorable fight, which he lost roughly a year before he was due to retire. For a guy who dreamt daily of retiring, seeing him never achieve it was a sobering reality. After reflecting on his life and the lessons that life taught me, I knew there had to be something more than spending a life working at a job. There had to be something beyond simply earning a paycheck.

Why couldn't you follow your passion now *and* live your dream?

At that moment of reflection, I knew that I wasn't going to spend my life working just to pay the bills. I didn't want to wait for retirement to start enjoying my life, and I certainly didn't want to put all of my energy into a career that didn't let me pursue my dreams. I wanted to use my talents. I wanted to be a part of something I was passionate about. As an infant, I was abandoned by a teenage mom who couldn't raise me. Without the love and support of my adoptive parents, who knows where I would be today. I've always known that my purpose in life is to change the lives of children who face similar situations. Kids who, through no fault of their own, need a helping hand.

When it came time to start my own business, I recalled the positive impact that professional athletes had on me and my brothers growing up. I wanted to provide athletes with an avenue to maximize their efforts and extend their reach to as many people as possible. My dad's life inspired me to start a company that gives professional athletes the opportunity to impact those less fortunate in their community. My business, my success—it all happened because a guy with no obligation chose me as his son 42 years ago!

My father has been gone for 20 years now, and the legacy he left behind inspires me every single day. When I look back at his life,

I am reminded of some valuable lessons learned. Most notably, I've learned the value of pursuing your passions at all costs, while living for the moment as a husband, father and entrepreneur. My dad was a big part of my life, and I try to honor him by living with passion and purpose. Every day I feel blessed to be able to give back to others, and I know none of that would have been possible without my father.

Jeff Ginn is the founder and CEO of Prolanthropy.net, the largest and most successful provider of full-service philanthropy management in professional sports. Fun fact: Jeff's company is proud to represent two out of the three finalists in the NFL Walter Payton Man of the Year Award, including overall winner Matt Birk.



Jeff, being held by his beloved father, Larry, as a child.



Julie Mitchell | EO Toronto, Principal of Parcel Design EO member since 2005

What's the first question you think someone should ask themselves before becoming an entrepreneur?

JM: "What aspects of running a business am I truly outstanding at, and where will I struggle?" It's critical to ponder and confront what you completely stink at. For example, I'm great at brand strategy and idea generation. I'm terrible with managing details, being patient, hiring, bookkeeping, and according to my husband, saying "sorry" when I'm wrong.

What one word would you erase from everyone's vocabulary?

JM: Eh ... as in: "I'm Canadian, eh." You will never hear me say that, unless I've been drinking a lot of bourbon, which I really only do at the Global Leadership Conference.

What past or present leader would you want as a business partner, and why?

JM: Richard Branson. I could fly Virgin Airlines for free and get invited to Necker Island!

What is the strangest business idea you've ever heard?

JM: My mom (a retired business owner) wants me to partner with her in the luxury laundromat business. I'm struggling to put "luxury" and "laundry" together. She's convinced it's a gold mine. Me? Not so much.

What was your first "eureka" moment in business?

JM: The importance of hiring a capable assistant. I used to work 12-14 hours a day to get it all done. I was afraid to hire staff; it just seemed like so much revenue to give up. My first administrative hire cost US\$50,000, but it brought so much relief. I finally had someone who could wrestle with the database, arrange couriers, figure out a strategy to kill the rats in the basement and deal with the accountant.

What is your biggest fear in life?

JM: I never want to lose perspective. I didn't come from a privileged background, but I feel unbelievably privileged. I want to forever appreciate being fortunate, and I never want to lose sight of the fact that I live an interesting and satisfying life of abundance. Also, I want my son, Charlie, to experience just enough adversity, hard luck and hard work that he values his success and enjoys the life he builds for himself.

If you could be one person for a day, who would it be and why?

JM: I'd love to experience being an elite athlete ... maybe the fastest woman in the world? Really, something that gives me an incredible sense of capability and doesn't come with the baggage of Hollywood-style fame.

What is the ultimate goal you want your business to accomplish?

JM: We have an amazing team, and I'm working hard to minimize turnover through internal brand engagement. Ultimately, I want staff members who continue to feel challenged and find great satisfaction with their work. It's hard to keep them consistently happy, but I'm trying!

Who is the most influential entrepreneur in the world?

JM: Craig and Marc Kielburger have incredible vision and have done admirable work with their organization, Me to We. They've created a powerful brand that continues to inspire youth and emerging leaders to get their hands dirty and really make a change in the world.

What's one vice you'll never give up?

JM: If I'm being totally honest, I love having one cigarette every night before dinner and after a glass of wine. I guess I will never be the fastest woman in the world!

Say Goodbye to the Status Quo

Hanny Lerner, EO New York

When people ask me what I do for a living, they are surprised by my answer. Without fail, their second question is: “How did you get into *that* business?” Good question. Which 24-year-old starts a furniture-restoration company from scratch, five days before the market hits rock bottom? A foolishly fearless young entrepreneur like me, that is.

When my partner and I started MOD Restoration in 2009, we thought we had it all figured out. We were ambitious, hustling and landing service contracts with large furniture companies to do in-home warranty repairs for their customers. It was exciting. It was fast-paced. We were growing and making money.

But it soon became clear that it was far from fulfilling. Try as we might, we could do nothing right in our customers’ eyes. If we successfully repaired their furniture, they hated us for ruining their chance to receive an exchange. If we determined that their claim wasn’t covered under warranty, they would call the furniture company demanding justice.

Many customers even tried to bribe our repair technicians in the hopes that we would report their damage as a manufacturer’s defect to be covered under warranty. Regardless of the scenario, no one seemed happy. The customers wanted new furniture, our technicians wanted to do the repair and get paid, and naturally, the furniture companies wanted to pay out the fewest claims possible. Negativity surrounded our business from all sides on a daily basis. It was simultaneously exhausting and depressing, and I was burning out.

There comes a time in life when we give ourselves a choice. Do we continue doing something just because it’s profitable and we’re used to it, or do we break away into the unknown and try to start over in the hopes that it would give us genuine pleasure? I’ve given myself that choice a dozen times throughout my life. In eighth grade, I decided that my Hasidic school wasn’t for me and got myself thrown out. When I was 19 and married to an ultra-religious man, I found myself yearning for a different life and gathered the courage to get divorced. The older I got, the more I found myself fighting the “norm” in a quest to do what I thought would make me happy.

After two years of building a reputable warranty service business, I found myself in that same predicament. The inability to make customers happy, the physical intensity of the work and the grueling hours left me with no quality of life. The money we were making wasn’t worth it. It certainly wasn’t enough. So in typical Hanny-style, I woke up one morning and fired every corporate client we had. I decided to start all over again. I decided to rediscover the entrepreneurial spirit that had gotten me this far in the first place.

I was positive that whatever our next step would be, it would be more rewarding—emotionally and monetarily. It had to be. I wanted the opportunity to make customers happy, to provide them with a product or service that they actually chose to buy. I knew I loved fashion, and I was already in furniture ... I just needed something with flair. So I reinvented MOD Restoration as a re-upholstery company, offering more than 100,000 upholstery fabrics from which to choose. Two years later, MOD has become known as the “fashion for furniture” shop, and I’m the happiest I’ve ever been.

People rarely tell us that it’s OK to change our minds, especially in business. If we do, we’re considered flaky or indecisive. But I disagree. I believe that the ability to change the status quo truly is a gift. It got me to where I am today. At 28, I am passionate about what I do. I have an incredibly talented team of upholsterers, each of whom loves what they do. And best of all, our clients are ecstatic when they get their furniture back. We’re more successful today than ever before, which I believe is a byproduct of doing what makes you happy. Now when people ask me what I do for a living, I can confidently say that I’m living my dream.

Hanny Lerner is president of MOD Restoration and MOD Textiles, and is a weekly contributor for Forbes on entrepreneurship. Fun fact: Hanny loves to race cars and compete at the shooting range.



Overcoming the Odds

How I learned to live—
and work—with dyslexia

David Collier, EO San Francisco



David (far right), discussing a new project with his team.

As crazy as it sounds, growing up with dyslexia was a blessing in disguise. At the time, it was often painful and challenging, as there wasn't really a name for it back then. Consequently, I found myself in classes with kids who had very different, and often more severe, learning disabilities. Even though reading and spelling were a challenge, I knew that I was smart in my own way. And I always felt that I had something to prove to myself and others. What I didn't know then—and what I realize now—is that I was not alone.

According to the National Institutes of Health, one in seven Americans have a learning disability, with dyslexia being the most common. In a recent survey of U.S. entrepreneurs, roughly 35 percent identified themselves as dyslexic. I'm not surprised; dyslexia opened my door to the entrepreneurial world by allowing me to harness those skills strengthened through my limitations. For example, in college I enrolled in a photography class and found that I loved composing images. Then I discovered filmmaking, with its combination of sound, motion and storytelling. Suddenly, I had a license to ask questions, explore ideas and solve problems using my visual strengths.

Today, I own and run a film company. And like many people with dyslexia, I've become very good at reading other people, identifying their strengths and delegating appropriately. Also, employees whom I trust handle aspects of the business where I'm not as strong, like writing creative briefs and filling out forms. This frees me up to focus on what I love and excel at: creative problem solving, visually conceptualizing and translating client messages into powerful stories, conducting interviews and serving as a leader to my employees. By accepting my limitations and embracing the art of delegation, I'm able to achieve success and fulfill my passions despite dyslexia.

Interestingly, my 13-year-old son, Ethan, is also dyslexic. Unlike a younger me, however, he doesn't feel any of the shame that I experienced growing up. He has a single-minded focus and a strong entrepreneurial drive. Just yesterday, he asked me to set up a PayPal account so that he could buy a server and sell space for an online game. He's eager to discuss various business opportunities with me, and enjoys speculating on how I might

achieve more success. To Ethan and entrepreneurs like him with dyslexia, I offer the following tips on how to overcome challenges associated with this disorder:

Leverage Your Strengths: Concentrate your time and energy on the things that you love and that which you're good at doing; it's a lot more effective than spending your time spinning your wheels on the things that are the most difficult.

Create a Support System: Surround yourself with coaches, colleagues, mentors and friends. This may seem obvious, but when you're struggling with something like dyslexia, having a helping hand can go a long way in realizing your goals. By pulling together as a team, you can accomplish things you'd never achieve on your own.

Visualize Your Success: I'm a big fan of creative visualization. Every six months I write down my intentions, but I write them in an active voice. For example: "This quarter we will connect with the chief marketing officer of Cirque du Soleil, who will ask us to produce a behind-the-scenes documentary for HBO." When dyslexia gets me off track, I look back at what I wrote and it drives me to push harder and overcome any challenges I might face. Visualizing your success can help you achieve the goals you set for yourself and realize that dyslexia is simply a roadblock.

In many ways, I am grateful for having dyslexia. It has taught me to be resourceful and find clever ways to adapt. Dyslexia has also led me to the visual arts, and continues to fuel the creativity and tenacity that have helped me succeed as a filmmaker, entrepreneur and father. While it's difficult to manage at times, being dyslexic is a part of who I am, and I long ago realized that being happy with who you are is the first step to success in business and life.

David Collier is the director and producer of Studio B Films. Fun fact: David made the film "For Better or For Worse," which was nominated for an Academy Award in 1994.



NYSE BIG StartUp

Spotlight: Sabrina Parsons

Starting, planning and growing businesses is in Sabrina Parsons' blood. As the CEO of Palo Alto Software and a keynote speaker at the NYSE Big StartUp-supported EOAlchemy event—to be held 24-27 October in Seattle, Washington, USA—Sabrina has a vested interest in the growth of the entrepreneurs she supports through her products. In this interview, *Octane* talks to Sabrina about the “Lean Startup” movement, a methodology of learning based on lean manufacturing.

Recently, the Lean Startup movement has taken the entrepreneurial world by storm. Why do you think this is?

SP: It's a fascinating trend that's bringing some important principles to the forefront. I love the ideas behind the Lean Startup movement, especially the focus on implementation and getting something out to customers as quickly as possible. Lean Startup can help entrepreneurs get beyond the fear that their product or service isn't “ready,” and instead help them understand that an iterative process with customer feedback is key.

What is Lean Startup missing in your opinion?

SP: Some of the models I see take for granted that the entrepreneur has done his homework. They ask for high-level summaries of things like sales forecasts and expenses, without requiring an entrepreneur to work through a full financial model. You can't



possibly understand your sales, expenses and how they affect both your cash flow and balance sheet if you don't create a full financial model. When it comes to getting funded, this approach may help prepare entrepreneurs for the business pitch, but it can also present challenges once a successful pitch moves to due diligence, where full financial models are a must.

Why do you think it's important to have full financial models?

SP: Convincing investors that your business is a good investment and that you can accomplish what you've pitched is difficult if you haven't completed full financial models. Entrepreneurs often come in with these great “hockey stick” curves that show amazing profitability, but when the due diligence process starts, an investor will ask, “Can you really do this?” The entrepreneur has to be able to support the information pitched and give copious amounts of detail, research and evidence. In due diligence, every assumption, theory and forecast that you've pitched is going to be looked at under a microscope. If all you have is your presentation, your process will take longer, create more work and may even turn off investors.

Sabrina Parsons is one of many business experts who will be attending EOAlchemy, courtesy of the NYSE Big StartUp program. To learn more about this event or NYSE Big StartUp, please contact Shelly Nicholas, EO's Strategic Alliances Project Manager, at snicholas@eonetwork.org.

Global Entrepreneur Indicator

Entrepreneurs and their businesses drive the global business landscape. The **Global Entrepreneur Indicator** taps into the minds of the world's leading business owners to identify trends in the world economy. In June's Indicator survey, a total of 2,293 members responded—a new record! Here are some high-level results from the survey:

- 59% of EO members increased their number of full-time employees during the past six months.
- 68% of EO members reported an increase in revenue during the past six months.
- 60% of EO members reported an increase in profit during that same time span.
- 31% of EO members reported that access to capital has become easier during the past six months.

For more information, visit
www.entrepreneurindicator.com
or scan the QR code at right:





Suzie Hall, EO Idaho
President of Cornerstone Design
Joined EO in June 2012

What do you like most about being an entrepreneur?

SH: I love the feeling of building something from the ground up, knowing that there isn't another business on the planet exactly like mine. There are also a lot of perks to being an entrepreneur. For example, some of my most creative business-visioning sessions occur at the spa, which a traditional employer might not appreciate!

What's the biggest lesson you've learned in business?

SH: Definitely to be yourself, create your vision and don't listen to the naysayers. We've recently enjoyed the best two years in our company's 20-year history in a down economy, and I believe a lot of that is due to our positive outlook and approach. Also, you can't say "thank you" enough to your staff and clients.

Where do you see your business five years from now?

SH: Five years from now, I see our firm expanding into regional, and possibly national, markets, with a focus in the entertainment and government sectors. If you haven't visited a boutique bowling center lately, you're in for quite a treat!

New Member Spotlight

What are you most looking forward to doing in EO?

SH: I am excited to spend quality time with likeminded individuals who understand the blood, sweat and tears of being an entrepreneur because they have lived, and are currently living, the dream! I'm looking forward to meeting and learning from highly successful business people in unique and interactive ways.

{ EO Opportunities in Q2 }

October

25th Anniversary Learning

EO members are invited to a live broadcast of a special learning event with Michael Gerber, to be held Tuesday, 9 October, at 7:45 p.m. EST. The bestselling author of *The E-Myth* will share his insights on how to advance your business strategically. To participate in this free broadcast, please contact Becky Roemen, EO's Vice President of Learning and Leadership, at broemen@eonetwork.org.

November

Global Entrepreneur Indicator Launch

EO will be launching a new installment of the Global Entrepreneur Indicator this November. These surveys will generate external awareness of, and interest in, EO, as well as provide members with invaluable insights into the health of industries and regions worldwide. To learn more, contact Ryan Meyer, EO's Director of Public Relations, at rmeyer@eonetwork.org.

December

Attend the 2013 EO Miami University

Think ahead for the new calendar year! Experience what makes Miami, Florida, USA, such a hotbed of culture, style and entrepreneurship at the 2013 EO Miami University, to be held 13-17 March. Prepare for unparalleled learning and connections to some of the best minds in business. Contact events@eonetwork.org for more information or to register.



Chennai Member Earns Prestigious Honor

EO Chennai's Subhashini Chandran was recently honored by the World Economic Forum as a "Young Global Leader." One of India's select few women leaders at the helm of a large agribusiness, Subhashini is the CEO and director of Woodbriar Group, a privately owned tea plantations business with diversified interests in eco-tourism and insurance services.

DC Member Wins PR Awards



Richard Strauss, an EO DC member, former Chapter President, and president and founder of Strauss Radio Strategies, was recently awarded a "Bulldog Stars of PR" award; specifically, a Silver Award in the category of "Boutique Agency of the Year (Specialty Practice)." He was also given a Gold Award for "Small Agency

of the Year – Between \$1,000,001 and \$3,000,000." Strauss Radio Strategies is a leading provider of strategic radio and television media relations services.



New Jersey Members Ranked in Prominent List



One Horn Transportation, EO New Jersey members Cheryl and Louis Biron's company, was recently ranked among the "50 Fastest Growing Women Owned/Led Companies in North America Transportation," by the Women Presidents' Organization and American Express OPEN. One Horn Transportation is currently embarking on a venture to sell their proprietary software package, Stratebo(TM), to competitors.

Melbourne Company Achieves High Ranking

EO Melbourne member Tristan White's company, The Physio Co., was recently ranked eighth on BRW's "Australia's 50 Best Places to Work 2012" list, up from twelfth last year. This marks the fourth consecutive year Tristan's business has been ranked as one of Australia's best places to work.



San Diego Member on Local News

EO San Diego member Erin Wicomb, co-founder and vice president of Mavrix Equity Group, was interviewed with his business partner by San Diego's Channel 6 News, where he spoke about their entrepreneurial journey. The duo is currently establishing a business incubator to support local entrepreneurial growth.

GLOBAL LEARNING CALENDAR

OCTOBER 2012



4-7 | EO KEY
EXECUTIVE
PROGRAM
Dedham,
Massachusetts, USA



25-28 | EMP 20TH
ANNIVERSARY
Boston,
Massachusetts, USA

DECEMBER 2012



2-5 | EO LEADERSHIP
ACADEMY
Washington, District
of Columbia, USA

FEBRUARY 2013



6-8 | EO INSIGNIA/
QUANTUM LEAP
CAMPUS
Park City, Utah, USA



20-23 | EO BUSINESS
BEYOND BORDERS
Shanghai, China

MARCH 2013



13-17 | EO MIAMI
UNIVERSITY
Miami, Florida, USA
Registration opens
10 October!

APRIL 2013



11-14 | EO INSIGNIA
& QUANTUM LEAP
MASTERS GOLF
TOURNAMENT
Augusta, Georgia, USA



29 APRIL-1 MAY |
EO GLOBAL
LEADERSHIP
CONFERENCE
Manila, Philippines

MAY 2013



15-17 | EO GLOBAL
LEADERSHIP
CONFERENCE
Panama City, Panama



29 MAY-2 JUNE | EO
ENTREPRENEURIAL
MASTERS PROGRAM,
CLASS OF 2015,
YEAR 1
Dedham,
Massachusetts, USA
Applications due
1 February 2013

COMING IN 2013



EO BUENOS AIRES
UNIVERSITY
Buenos Aires,
Argentina

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OUR MISSION

To engage leading entrepreneurs
to learn and grow.



Reveal your entrepreneurial spirit in the heat of Miami!

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- » Discover a **style** of leadership that fuels your passion
- » Uncover the **culture** of success that drives you and your team
- » Experience a profound **exchange** of ideas, inspiration and revolutionary thinking
- » Reveal your inner **vision** as a game-changing leader

Mark your calendars! Registration opens **10 October at 5 p.m. GMT (1 p.m. local time)**.

For more information, contact events@eonetnetwork.org or visit www.eomiami.com.

2013 EO Miami University

13-17 March 2013

Fontainebleau Hotel

Miami Beach, Florida, USA