



"Here is a harsh reality— your interview process is probably bad."

Driving Your Business BlindfoldedDr. Eyal Ronen, EO Israel
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The Entrepreneurs' Organization Magazine

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An Experience of a LIFETIME

hen I started as your Global Chairman, I found myself standing on the shoulders of giants, ready to "Engage the World" with you. I was excited to give back to the EO community and build on an EO360° theme that sparked a new dimension of member value. Today, I am blessed to have fulfilled a leadership journey that has been truly transformational. I am grateful to my Lord for this learning opportunity, and I thank you—or "terima kasih"—for your encouragement.

Looking back, EO has achieved tremendous growth this year. Not only have we launched 11 new chapters, but we implemented the MyEO personalization platform; created the EO Youth Exchange and EO Sister Chapters program; and launched the "Welcome Back to EO" campaign, which introduced 117 former members back into EO. Most significant of all, we hit the 10,000-member mark, a milestone in our storied history! It has certainly been a remarkable year, and our journey continues in FY2014/2015 under new leadership.

Ready to build on our success is your incoming Global Chairman, Blair Assaly, a longtime EO Edmonton member and EO leader. I've worked alongside Blair for the past two years, and I know that he will take this organization to even greater heights. Soar high with the eagles, Blair! And once again, thank you for your kindness and support this year. May we always "Engage the World" together!

Gratefully,

Rosemary Tan, EO Malaysia EO Global Chairman, FY2013/2014 rtan@eonetwork.org



CELEBRATING #EONATION

am truly humbled for the opportunity to lead you in FY2014/2015, and to follow in Rosemary's footsteps as we use our success as a springboard to new and exciting things. I've been an EO member since 2002, and throughout my journey I've identified one common thread that ties our global community together—the desire to make lives better.

When I think of EO, I think of passionate members who are united by a commitment to improve not only their Forums, chapters and regions, but their companies, families, communities and themselves. I think of the "instimacy" that occurs through peer-to-peer engagement. Most of all, I think of #EONATION. #EONATION is each of us, and it is all of us. It is a reflection of our actions, and how those actions serve as bridges between cultures and regions. It also represents our spirit as an organization, and how together, we're harnessing our creative power to drive growth in all corners of the world.

In FY2014/2015, we will continue to follow our vision to become the world's most influential community of entrepreneurs, and will do so with a focus on growing the #EONATION. I'm looking forward to being a part of that, and supporting you in the year ahead.

Regards,

Blair Assaly, EO Edmonton EO Global Chairman-Elect, FY2014/2015 bassaly@eonetwork.org

P.S. Share your photos, videos and testimonials via social media by using #EONATION!

Using Your Feedback for Future Growth



oward the end of every fiscal year, myself, the EO Global Board and EO's Executive Team assess EO's performance and issue a "state of the union," wherein we analyze our success as an organization, acknowledge areas in need of improvement and discuss the status of our goals, which are based on our EO Global Strategy Plan. Through this annual pulse check, we are able to determine both the breadth of the

closing fiscal year and the scope of the new one ahead. More importantly, we are able to set new benchmarks that we'll measure to help us stay on a path of progress, and which will improve the EO experience, maximize membership value and further position EO as a global thought leader on entrepreneurship.

Of note during this year in review is the data that's delivered through the All Member Survey (AMS), our annual member questionnaire that gauges the interest and effectiveness of EO's initiatives. This global survey affords us a chance to retrieve key feedback from all members regarding our global programs, events, staff and overall offerings; important commentary that spotlights areas of organizational excellence and things that could be improved. This year's AMS offered results that highlight progress on various fronts. Not only did the survey break the record for participation—60% of the membership filled out the AMS—but it also offered tremendous insights that speak to our impact and value as an organization:

» EO's overall value increased from an 8.3 (out of 10) to an 8.4, the highest rating in our 27-year history

- » In all, 98% of respondents said they plan to renew this year, a testament to the quality of our organizational offerings
- » Approximately 48% of respondents indicated they plan to stay with EO indefinitely, an impressive figure that spotlights the value of the EO experience
- » Members' likelihood of recommending EO to a friend or colleague rated an 8.9, opening the door to more quality members in the new year

It has certainly been another incredible year for EO, as evidenced by the overwhelming support of our AMS respondents and continued growth as an organization. As we inaugurate FY2014/2015 and celebrate our unity as an #EONATION, I encourage you to continue offering your feedback regarding our performance, the health of the organization and the value of your membership. The more information we have at our fingertips, the more we can take your EO experience—and our global community—to the next level. I hope you enjoy this new issue of our award-winning magazine, and that the coming year brings you the kind of moments that make entrepreneurship so rewarding.

Reaards,

Bot

Bob Strade **EO** Executive Director bstrade@eonetwork.org



Since 2007, EO has been empowering first-stage entrepreneurs around the world to take their businesses—and entrepreneurial journeys—to the next level.

Through our EO Accelerator program, we're giving rising entrepreneurs the tools and support they need to reach US\$1 million in annual revenue and pursue a path toward EO membership.

We've ushered 260+ new members into EO so far, and are now pleased to welcome the Class of 2014! Congratulations to the 60+ graduates for applying the EO value of "Thirst for Learning" and joining EO!

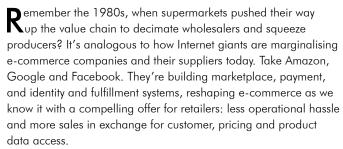
To learn more about EO Accelerator, and how you can be a mentor to your future EO peers, contact accelerator@eonetwork.org.

achieving

e-commerce

excellence

Aidan Fitzpatrick EO UK – London



This "offer" can be risky for e-commerce companies. In the case of Diapers.com, Amazon was able to tap into reach and margin data, and then undercut them at a loss until they were able to buy the business. And yet, there are techniques that the big players can't always adopt with their broad-brush approach, steps that may fall outside of the usual e-commerce best practices. In my years of experience in this space, I've learned that these approaches don't suit all businesses, but when a fit is found, a business can be grown rapidly. Here are some approaches to do just that:

Investing in strong product descriptions and imaging: By making their site's inventory "sexier," companies can perform better in Google search results. Companies that sell products in a single sector often have staff with the passion and expertise to create compelling product descriptions. Reliance on brand-supplied descriptions can lead to easier absorption by price-comparison engines, harming your margins. In an earlier role with Wiggle.com, I found that producing our own dynamic text and images for our products helped us get more traffic and built credibility with our users.

Generating "stickiness" with planning and complementary tools: Early in my career, I built free planning tools for weddings while working for a celebration-themed business. Besides giving users a reason to return to the site and engage, creating tools helped us understand customers' purchasing life cycles and approach them at opportune moments for promotions. Loyalty and community systems also give users a reason to remain on site or return and be "converted" later. Amazon has done really well in this space. Instead of rewarding their best customers with discounts, they've convinced them to pay even more for "prime" memberships!



Sourcing own-brand and product-personalisation options:

With own-brand products, retailers can offer exclusive deals and tie-ins for their customers. Similarly, online product-personalisation systems offer good margins and cater to special interests. Amazon has quietly built a large inventory of products under their own brands, and has even repackaged branded goods. In my technology and venturing company, Reincubate, and in previous businesses, we've obtained products from the Far East and applied our own brand to them, finding that it's difficult to provide goods that are essentially identical to premium-branded goods at a lower price point.

Entrenching with added value and alternate revenue

streams: By offering price-comparison options or marketplaces (so other retailers can sell new goods or consumers can sell them secondhand), I've seen companies position themselves as authorities of their vertical markets. For example, after Play.com's position in the entertainment media industry was destroyed by a tax change, the business was sold to Rakuten largely on the strength of its secondhand marketplace. By strengthening their identity in the online space, Play.com was able to position itself in the best possible light for purchase.

Offering brand-extension options to suppliers: Just as supermarkets sell aisle placement and banners, sites like CNET.com and KitBag.com are masters of co-branding, endorsement and customisation. At CNET, where I worked, and at Wiggle, I found that these options could be used to secure brand support in cash, margin, stock and supply exclusivity. Having the manufacturer brand parts of our sites gave us the opportunity to boost "showrooming," where consumers might try out the product in a retail store, but ultimately purchase it from us online for a better price.

Aidan Fitzpatrick is the founder and CEO of Reincubate, and was an investor and executive at Wiggle.com, an e-commerce business that sold for £180 million in 2011. Fun fact: Aidan has written and illustrated a book of terrible jokes. Contact Aidan at aidan@reincubate.com.

A FAMILY AFFAIR

When Your Mom is the President

Steve Gatena **EO** Los Angeles



hen most people think of a "family business," they likely think of a company that's been handed down the family chain from generation to generation. I took a different approach. When I was 22, I launched REP Interactive, a global video and broadcast media production company. Bucking the trend, I chose to hire friends and family to help me realize my vision, knowing full well that running and maintaining a business was going to be a challenge.

Of special note was the hiring of my mom, Judy, as president. It was a bold move, but leveraging her considerable experience was important to me. My mom is a self-made entrepreneur who almost single-handedly helped our family transition from living on welfare to reaching upper-middle class. I grew up watching her build a successful business from scratch. She never made excuses and she never settled for "no." Naturally, I was excited to have her on board. But as the company started to expand, I realized that our mother/son relationship made it difficult for me to give orders and provide direction.

Working alongside a family member is tough enough—trying to run a business with your mom is considerably more difficult. If she didn't like what I wanted to do, she would simply reject it. Having already made it as an entrepreneur, she often felt the need to challenge some of my decisions. I struggled with that at first. Eager to keep the company—and our relationship—afloat, I studied interpersonal communication, researched business fundamentals and spent a lot of time observing behavior. Along the way, I realized that my communication style with my mom had to change in order for our business to stay on course. I had to learn how to better communicate as her son, even while I'm making a request as the CEO.

As I adjusted my approach and paid more attention to my delivery, we began to get "in sync." I started to see my mom as someone I could truly rely on. I've learned to trust her advice, and she lets me make mistakes. We now ebb and flow with the rhythm of business, and best of all, we're able to learn together. By speaking to one another as mother and son instead of drawing a line between our familial and professional relationship, we've grown faster than we ever thought possible. I'm definitely thankful for that, and I'm glad to have my mom on board. I'm sure if you asked her, she'll agree that it's been an interesting journey, to say the least.

Steve Gatena (pictured) is the founder and CEO of REP Interactive, a video marketing agency that helps businesses engage new clients and strengthen brand awareness. Fun fact: Steve played football at the University of Southern California (USC). Contact Steve at Steve@REPInteractive.com.



When Your Son is the CEO

Judy Gatena **EO** Los Angeles

was the first person in my family to drop out of high school and start a company, one that I owned and operated for nearly 30 years. So when it comes to watching a business go from birth to brick-and-mortar, I have plenty of experience in that space. When it's your own son that's doing all of the business building, however ... well, that's a little different. That's when a mother's patience is really put to the test.

Until I joined REP Interactive, I had never had business partners with whom I was required to cooperate. Add in the fact that your son is the one making all of the calls, and it certainly takes some getting used to. Building a company with my son and his friends began as a cool experiment, but it was challenging early on. When we started, I was working with a group of kids who lacked business etiquette and the basics of organizational development. But they were brilliant "creatives," eager visionaries who could see a need, create a solution and adopt new technologies in record time. And they eagerly met every challenge that popped up along the way.

As we grew the company, our employees began to transition from skilled labor to managerial roles. Unfortunately, we didn't have the right management team in place to sustain a multi-million-dollar business. So, in 2012, Steve received a scholarship to USC's Marshall School of Business, and upon finishing the program, he began to replace a few founding employees and make major structural changes. It was very emotional watching him lay off people we had worked with for years. I wanted to step in and help guide the process, to be a mother in the workplace, but I let him learn from his mistakes. I placed my complete trust in Steve, stepped back and watched him grow into the thriving business owner I knew he could be.

It was an incredible journey! Along the way, I wound up learning a lot by observing how my son handled everything, and for the first time in my entrepreneurial career, I was given a new outlook in business. Since Steve made those key adjustments, our company has grown by 300% and we've won dozens of awards. Five years ago, my son approached me with a homework assignment that turned into REP Interactive. Watching him act on his dreams has been incredibly exciting and rewarding. I never expected any of this, but I'm definitely a proud mom, and I love where our company is headed.

Judy Gatena (pictured, with Steve) is a serial entrepreneur, mother of two and loving wife. Fun fact: In addition to being president of REP Interactive, she's also the COO. Contact Judy at Judy@REPInteractive.com.

Letting Go to Get Ahead



Tim Slevin EO Orange County

As any entrepreneur can attest, you have to count on yourself when you first get started. It's just you and your big idea, and it's up to you to turn that idea into a reality. That's what I did in 2006, when I founded Healthcare Data Solutions (HDS) with US\$50,000 of my own money. I had self-reliance down to a science. It wasn't until I had to rely on a team of experts to achieve our company goals that I discovered the one thing standing in the way of our continued success— me.

The financial risk of founding HDS was tremendous, but there was another situation I hadn't fully appreciated, one that would require even more courage: learning to let go. Any self-reliant person knows that "letting go" sounds easy in theory. It's the doing part that's tough. I'm an "ideas" guy by nature. Ideas come to me fast and furiously ... so much so that they've earned the nickname of "squirrels" from my management team. Chasing squirrels is fine when you're a one-man show, but when you're working with a core team, you realize that not all are worth chasing.

Here's a big lesson learned: When you're building a business, it doesn't do you any good to be the smartest person in the room. You can't grow, you can't improve and you can't learn. You have to lean on others and—as hard as it sounds—let go so your team can do their job. Forget about your squirrels. The management team

you built from scratch can vet the idea, figure out how it fits into the company's objectives, and in the case of HDS, how it impacts data, our products and services, and our sales and marketing teams.

As an ideas guy, it's difficult to be told to wait ... and even tougher to be told that your great idea is not so great after all. But when you let go, you're giving others a chance to step up and take ownership. Along the way, they can provide new perspective and help you realize your dreams, while you're working on the next big step in your business. Since I decided to let go, HDS has innovated in more ways than I could have ever imagined. In fact, we've expanded our business into the pharmacy market, and the first thing I did was admit to my team that I wasn't an expert in the field—so I hired somebody who was. If I had tried to do it myself, we wouldn't be validating one million prescribers a day for pharmacies nationwide right now.

When you learn to let go, you welcome new opportunities to improve your business and yourself. During a team meeting recently, I opened myself up to a 360° review, encouraging my team to tell me what my strengths and weaknesses are. Basically, I turned myself into a human dartboard. It was a vulnerable experience, and there were times when I felt defensive. However, letting my team pinpoint where I excel and lack was the ultimate exercise in letting go, because I discovered exactly what I was doing that was impeding progress. For example, when growth is skyrocketing, I have my nose in every project, thinking that I'm helping when I'm actually hurting in some cases. Allowing my team to tell me when and how my involvement is helpful, and when it's stifling innovation, sounds an alarm in my head to leave and let them get to work.

Ultimately, letting go in my business and allowing myself to be open to criticism has taught me what Henry Ford meant when he said: "Coming together is a beginning. Keeping together is progress. Working together is success." By letting go, I've learned how to get ahead. And that's exactly where I want to be when it comes to my business and life.

Tim Slevin (pictured) is president and CEO of Healthcare Data Solutions, a provider of healthcare prescriber and organization data and services. Fun fact: Tim was a DJ in college, and is known to bust out tunes for his staff on Fridays, earning him the nickname of DJ Slevin. Contact Tim at tim@hdsdata.com.

LIFE AFTER AN INVESTMENT

Gen George EO Sydney

You know that saying, "Be careful what you wish for"? Yeah, I get it now. About a year ago, my staffing startup—One-Shift—achieved the biggest win in its short history: We secured a US\$5-million deal with Programmed, a local staffing and facility management firm. It felt like the ultimate accomplishment after devoting so much energy into attracting an investor, and we were ready for a long and prosperous future. But after the well-deserved celebrations came to an end, I was left wondering what steps to take next. We landed the investment partner of our dreams ... now what?

The hard work, it seemed, was just getting started. As the dust of our victory settled, it dawned on me that finding the investor was actually the easiest part of the equation. Along with their investment, the financiers brought with them an expert knowledge of the industry and opened a lot of doors for us, though I learned they generally prefer not to involve themselves in the day-to-day operations of a startup. It took some time, but I learned how to effectively manage this post-investment relationship. Here are a few of the things I did to get us going:

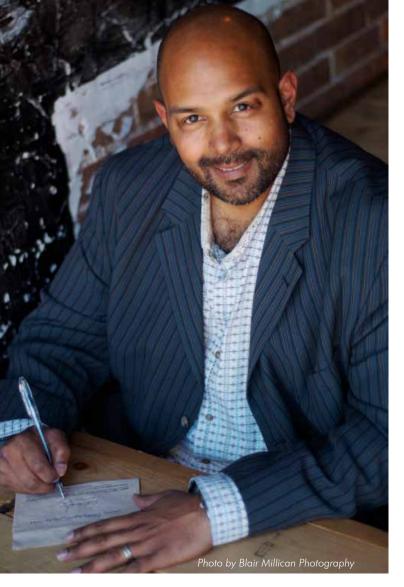
- » Put your updates in writing: When it comes to communicating with our investment partner, we learned early on that written updates are preferable to phone calls or face-to-face meetings. They not only capture essential information to be used for future reference, but they serve as a record to ensure consistent clarity around goals and objectives. Furthermore, they provide a "roadmap" for stakeholders to recommend course corrections if they spot any red flags. In the beginning, we sent updates to Programmed, our advisors and staff. The more relevant expertise we had in the loop, the more help we were able to call upon when it was necessary.
- » Commit yourself to transparency: Share the good news and don't hide the bad. It sounds simple, but keeping investors in the know about the goings-on of your business is essential, especially when it comes to the bigger decisions. Our investors may not be interested in the daily activities of the company, so when reporting to them, we keep the focus on the "big picture," which includes updates on key factors in the business request. We also consistently use a template so each update that follows builds on the last, and we make it a point to highlight previously set short-term goals and how far along we are. This helps to clarify objectives and timeframes, and manage all expectations.



- » Always meet your deadlines: Nobody likes being kept in the dark. Not family and friends, and certainly not banks and venture capitalist investors. When investors expect financial statements or records by a certain time, we make sure we deliver before the deadline. We've also found that it helps to remind our investors what we are up to at the moment, and not simply assume they've been keeping tabs on all of the major and minor aspects of our business.
- » Don't be afraid to ask for guidance: Your investment partner is not only your ally, but a tremendous resource when it comes to better business. They've likely been through it all before and can offer a wealth of advice to help with your company's development. In true Gestalt fashion, share a strategic problem you may be facing. Your partner may have dealt with similar situations before, and could offer a crucial perspective that you might be overlooking.

Since landing our big investment, OneShift has enjoyed great success due in large part to the above guidelines we established to help us manage our blossoming relationship. All in all, this has been a rewarding journey filled with plenty of lessons learned, and I now have the tools I need to get ready for our next big financial win.

Gen George (pictured) is the 23-year-old founder and CEO of One-Shift, an online jobs network that operates like a matchmaking service for employers and jobseekers looking for casual, part-time and flexible work in a range of industries. Fun fact: OneShift caters to more than 300,000 jobseekers in Australia and New Zealand. Contact Gen at gen@oneshift.com.au.



The **Paper Napkin**

Project | Govindh Jayaraman EO Ottawa

ow often have you had a great idea you didn't follow through on because you lacked the self-confidence? It happens to the best of us. For a few years now, I thought about writing a book about all of the incredible people I've met in EO, wherein I would share their powerful wisdom with the world. Unfortunately, I kept talking myself out of it. In the back of my mind, I kept thinking: I'm not successful enough; I'm not famous enough; and I've made too many mistakes to be credible.

My book concept was as follows: In true "Engage the World" fashion, I would travel the globe and connect with 20-30 of my heroes over lunch. We would break bread and chat about life and work. And then I would capture the secrets to their success and write them down on the paper napkins from the restaurants—an abbreviated approach to building a better business or life. The story of each restaurant, meal, conversation and experience share would serve as a chapter in my book.

But then it happened— the doubts started mounting. Pursuing this dream would require a lot of time away from my family and businesses ... so I stalled. It wasn't until a Forum mate encouraged

me to look into podcasting that the idea finally came alive. No lunches to whisk away to, no time away from my loved ones— just myself and a guest getting our Gestalt on. We would conduct half-hour chats, and in our wake would be "pearls of wisdom." Leave it to an EOer to open my eyes.

In the five months that followed, I spent time with an all-star cast of CEOs, leaders and "difference makers," all of whom shared their secrets with me— some tactical, some inspirational. And every one of them hit home. For example, when EO Philadelphia's Barrett Ersek said—"The opposite of fear is faith. Fear is prison. Faith is the ultimate freedom!"—I learned that it was fear that was holding me back from realizing my full potential, and that I could use that fear

as fuel to eliminate the obstacles in my life.

And then there's EO Atlanta's Greg Crabtree, who shared: "Growth is not an 'addition thing,' but rather a 'subtraction thing.' What do you need to remove or give up in order to achieve growth?" When I heard this, I finally admitted to myself that I was pour-



ing my money, time and effort into a failing business that didn't align with my values, but that I fought to keep out of pride. I had to give it up— so I did. I used this EO wisdom to free me up to pursue greater ventures.

It's amazing what can happen when you decide to fully engage EO. As it turned out, by interviewing successful folk about their secrets to personal and professional success, my podcast became a boon for me and my businesses. Both the podcast and its associated blog grew in popularity, and I discovered that the more vulnerable I was about my own journey, the more people gained from my contributions. I also learned that by opening yourself up to the experiences of those around you, it doesn't mean you're weak— it makes you stronger and more committed to growth.

Back to the book: When it finally came time to work on this project—an obstacle I was able to overcome thanks to the lessons gleaned from this journey—Rick Sapio, an EO Dallas member and podcast guest, suggested that I think of the best possible co-writer I could use to help get the book off the ground. Jack Daly, famed sales coach and speaker extraordinaire, immediately came to mind. While I was hesitant to ask—heck, I was afraid to ask—I did it anyway. And I was pleasantly surprised when he was eager to collaborate. It just goes to show you: Put yourself out there, and you never know what could happen. I did, and I found my voice as an entrepreneur in the process.

Govindh Jayaraman (pictured) is CEO of Asus Medical Corp, Asus Energy Corp and Suma Energy, LLC. Fun fact: You can view some of Govindh's napkins by visiting www.wisenapkin.com. Contact Govindh at govindh@papernapkinwisdom.com.

GETTING IN THE GAME

As they say in entrepreneurial circles, if you're not having fun in business, you're doing something wrong. For Glenn Street (pictured), an EO Calgary member and Topdog of Street Characters, Inc., fun is a key factor in his entrepreneurial success. When he's not creating mascots for professional sports teams, Glenn is exploring new ways to give customers what they want (before they know they want it). We sat down with Glenn to discuss client management, setting expectations and the magic of mascots.

You were the first professional mascot in the National Hockey League (NHL), and now you make mascots for organizations worldwide. What's the secret to making the perfect mascot?

GS: Like with any business, the secret is knowing what the client truly needs. In my industry, I've learned that a mascot has to be lightweight, durable, consistently cool inside and easy to maintain and maneuver in. Most importantly, though, it has to be safe by having sturdy footing, visibility and nothing inside that's potentially harmful.

When it comes to entertaining a crowd, a well-constructed mascot isn't enough. How have you learned to truly connect with an audience?

GS: Many teams want a fierce and menacing mascot, but that's really the wrong direction. I always tell them, 'Think about who your favorite mascot is. I bet it's a fun, cartoonish character!' They always agree. The NHL's Calgary Flames, for example, had a crowd that was mostly over the age of 50, so you wouldn't expect a mascot to work. However, their season ticket survey consistently revealed that the crowd's favorite thing after the hockey was the mascot. We make sure we have at least one new thing to show audiences at every game, so there is always that element of surprise to anticipate. Regardless of your business, giving people what they want before they know they want it, and with an element of surprise, is a great step toward ensuring your client's happiness.

What's been your biggest business fiasco to date, and what did it teach you?

GS: After not hearing from a client when the mascot unveiling went by, I called and discovered that they couldn't use what we had built because they had changed their team logo. Although I was already paid, I wanted to ensure that they could eventually use it. So, we repurposed the mascot to fit the new identity at no cost, as long as they promised to cover the shipping. A few months later,



when I was in the same client's office, he thanked me for saving his job. Now, whenever a prospect asks, 'What happens if we're not happy with the look?' I direct them to call Jeff. One prospect who knew him called back laughing and said, 'Jeff said I'm an idiot if I deal with anyone else!' Sometimes going that extra mile helps, and this turned out to be the cheapest advertisement I've ever paid for.

After 25 years of working in the mascot-making industry, what have you learned?

GS: I've learned how to be a great leader by developing a strong culture that gives my artists freedom, but also accountability. By sharing the weekly financials, for example, the team understands their direct impact on the company's performance, and that job security equals happy customers. It was a presentation by Cameron Herold and Brian Scudamore—founders of 1-800-GOT-JUNK?—at a University years ago, though, that helped me put my business on steroids. Had I not attended that EO event, I don't think I'd be in business today!

EO should have a mascot ... any suggestions?

GS: As a 'University Junkie,' I would say that after witnessing countless after-hours experiences with members, EO already has several mascots ... but I'm not prepared to name names!

Street Characters, Inc., is the world's number-one supplier of highperformance mascots, and has revolutionized the mascot industry since its founding more than 25 years ago. Learn more by visiting www.mascots.com or contact Glenn at topdog@mascots.com.



"Armed with more

information, my team

making decisions as I

information. I have

for that."

transparency to thank

would because they're

operating with the same

is now able to self-man-

age themselves. They're

Tim Hamilton EO Austin

t was 8:55 a.m. on a Monday, and I was sweating bullets. In five minutes, I would convene our daily staff meeting ... but this one would be different. This one would be terrifying. I planned on sharing some key financial information with my employees that, until then, was only privy to me. I hadn't slept all night. My palms were sweaty. I was a wreck. In the pit of my stomach, something told me that once I let this genie out of the bottle, nothing would ever be the same.

Let me back up a little. My small business, Astonish Design, is almost 14 years old. We develop web and mobile applications, and awhile back I noticed that our growth had started to level off. The tactics that had recharged us before—intensified business networking, new services, cost observation—now failed to move the needle. Although I had isolated the obstacle I thought was impeding us, I found that removing it would force me from my comfort zone. Talk about dangerous territory!

I looked to my EO network for guidance. Specifically, my accountant, EO Atlanta's Greg Crabtree, who pointed me toward a solution. In his book, Simple Numbers, Straight Talk, Big Profits, Greg states that

a metric called Labor Efficiency Ratio (LER) is "the most essential ingredient to a profitable business." After conferring with Greg, I discovered that our target LER was well below where it should be. So, I made a decision: I would show my employees the hard numbers and explain the challenge. The idea alone had my stomach in knots. I was going to be asking my staff, none of whom are slackers, to deliver more gross profit per day of work. I worried that they would call me an unfair, greedy leader ... and walk out.

At 9 a.m., the meeting started. My heart in my throat, I made my pitch. When it was their turn to respond, I braced for howls of protest and resentment. Instead, I got a surprise. My staff immediately understood the LER concept and why it mattered. It was as if I had lifted a great veil. Someone even asked why it had taken

me so long to share the concept! Far from walking out en masse, my employees turned the task of improving our LER into a spirited competition. And rather than seeing me as an unreasonable taskmaster, they eagerly took on more responsibility for the company's fiscal health. I was floored. Not only were my fears of employee resentment groundless, but my big, scary step toward greater transparency spun off positive outcomes I hadn't even considered.

Since that first meeting one year ago, our revenue has grown

by 42% and our operations have become more systematic. The more I shared information with my team, the easier it became. Transparency is now how I plan to make my business scalable. Many peers with professional service firms lament their lack of scalability. They imagine that if they were in a product business, customer requests would be more predictable, mechanical and easier to systematize. I felt this way for years, but what I discovered is that transparency is the key ingredient to making knowledge work scale. Armed with more information, my team is now able to self-manage themselves. They're making decisions as I would because they're operating with the same information. I have transparency to thank for that.

Beyond having an almost instant impact on a critical business metric, that initial staff meeting opened my eyes to the tremendous benefits of transparency in business. Not only did sharing information take some of the burden off of me, but it gave my staff a greater sense of urgency over our company's success. Yes, I had let the genie out of the bottle, but now I wouldn't want to put it back, even if I could.

Tim Hamilton (pictured left of center, with his staff) is the CEO of Astonish Design, an open-source software development firm. Fun fact: Growing up in South Africa, Tim wrote his first computer program when he was 7, which ran on a black-and-white television connected to a tape deck. Contact Tim at tim@astonishdesign.com.

Connections to Experts:

Using Rejection as a Tool



Rejection is as much a part of running a business as finance and operations, and yet as entrepreneurs, it's often easier to avoid rejection entirely than face it head on. In this special interview, Jia Jiang, founder of Fearbuster.com and an EO speaker, talks about the power associated with embracing rejection, learning from the fear and using it as a tool in business and life.

From China to Louisiana, USA, from college to owning your own business, rejection has played a big role in your life. How did you learn to overcome the rejection you faced, and what did the experience teach you?

JJ: At first, I wasn't good at dealing with rejection, and like most people, I felt it held me back from a lot of opportunities in my life. It wasn't until I became an entrepreneur—specifically, when I was rejected with an investment opportunity—that I started doing my '100 Days of Rejection' journey, which afforded me a chance to research rejection, explore its dynamics and learn more about how it impacted me. By facing rejection and running toward it—instead of away from it—I learned that rejection is only someone's opinion, and that it is a very temporary setback. I subsequently lost my fear of rejection, and I found it opened up a whole new world for me.

Rejection is a key factor in the entrepreneurial journey. How can our members shift the paradigm and use rejection for good?

JJ: There are a few ways one can use rejection to their benefit. First, it's important to recognize that rejection is a strong motivator. Many successful people, when rejected, became stronger in their resolve toward achieving their goals; they use rejection as fuel to their fire. Secondly, rejection eliminates choices. When looking for prospective customers, for example, it is easier to sell to people who believe in your product or service, than it is to convince people who don't. A rejection can serve as a great prospecting tool to find the customers

you want to serve. Lastly, we can use rejection to rapidly learn about our product and service if we minimize the emotional effect it has on us. If we step back from the pain, we can use people's rejection, and the underlying reason for that rejection, to know how and what we can be doing better.

What can rejection or regret teach us about living a more fulfilled life?

JJ: Rejection and regret are two different things. Rejection means we have tried and had a temporary setback. As I mentioned earlier, rejection is not a bad thing. We can use rejection to propel us forward. In the end, it's not about the yeses or no's; it's about doing what you find meaningful, which will undoubtedly bring rejection. And it is what's meaningful that will lead us toward a truly fulfilled life. On the other hand, regret is the result of not trying, and of rejecting ourselves to avoid rejection from others. Running away from temporary pain seems like a gain, but it is ultimately devoid of meaning. When we are old, our regret will most likely come from what we didn't do, rather than what we did. Regret is often irreversible.

What should every entrepreneur understand about the role rejection plays in business or life?

JJ: We need to first understand that rejection doesn't have to be all about us. Rejection says as much about the rejector, maybe even more, than the rejected. A rejection can serve as an important key to understanding the underlying belief, fear, aspiration and logic of the rejector. If we can understand why we are rejected, we can easily address that reason and turn rejection into an acceptance or tool to improve ourselves, our products and our services. Secondly, rejection is a numbers game. There is no such thing as universal acceptance or rejection. We have to understand that if we talk to enough people or try enough times, we will find acceptance. If we can move beyond rejection, and even ignore the pain that comes with it, if we simply keep going, we will achieve our goals.

Jia Jiang (pictured) is an entrepreneur, blogger, writer and speaker, who last spoke at the 2014 EO Latin American Conference, held in Guatemala City, Guatemala, from 20-23 February 2014. Learn more about Jia's journey into the world of rejection by visiting www.fearbuster.com, or contact Jia at Jia@fearbuster.com.

No Guts, No Glory

Eric Gilbert-Williams EO Calgary

The road to entrepreneurship can be a rocky one, but no one ever tells you how big the rocks are. When I was 16, I dropped out of high school, had a drug problem and nearly lived on the streets. As the only son of a single mother in a family boasting of generations of respectable careers, I was the black sheep. I was raised well and given plenty of love and support. My environment didn't lead me down the road to destruction, I chose it. It was only when I turned 18 that I started to take a hard look at my life. Friends were getting hurt and some didn't make it— I needed to make a change.

It's amazing the parallels that are drawn between life and entrepreneurship. In many ways, I used entrepreneurship to change my life. I had the "spark" for as long as I can remember. Buying and selling used lawnmowers, while running multiple paper routes, were among my earliest ventures. When I realized that I had nothing to lose and everything to gain, I decided to quit playing around and take this "business thing" seriously. With ripped jeans, a cheap haircut and a thick silver chain around my neck, I started conducting business-to-business sales, cold-calling, knocking on doors ... I was relentless.

Move on while you still can

The odds were stacked against me early on. To help me navigate through mistakes, I created a "Lessons of the Day" list, and found that jotting down insights anchored them deep within my consciousness. The more lessons I put to paper, the more effective I became. This became my roadmap to get ahead. And before I knew it, I started selling enough to scrape by. Soon, I was wearing the best sports coat Value Village had to offer. Goodbye, silver chain! I kept at it, and went on to discover the merits of 100-hour work weeks. It was tough at



first, but there was one lesson that kept me going: "Move on while you still can." So I did.

Never stop learning

As I matured, I began to open my mind up to the opportunities all around me. I read voraciously and hung out with every successful person I met. I attended workshops, seminars, networking events ... and before I knew it, I started running them. At age 20, I launched my first company, which created, organized and hosted business events. I informed speakers that they could promote themselves if they delivered keynotes for free. I offered a website company the title of "event sponsor" in exchange for a website. I notified everyone in my Rolodex that a great keynote was coming to town, even if I hadn't secured one yet. I never stopped learning, which meant I never stopped moving.

Putting it all together

After finding my rhythm as an entrepreneur, I thought I had finally made it. I thought I had done enough, and that my events were raking in the profit ... but then reality hit me like a shovel to the head: I discovered I was dead broke! Each month, I had to transfer balances from one account to the other just to meet my minimum monthly payments. I was back to the beginning, struggling to move forward. The time had come to

apply all of my lessons learned and get myself ahead for good.

I had been roofing on and off in Calgary for years just to earn some pocket cash, so in 2006, I made the leap and started a roofing business. I bought a rusty van, a used nail gun and hit the road. Thanks to particularly good winter clothing, an iron will and a small loan from my parents for winter tires, I picked up contracts and kept moving. Profits started flowing, and before I knew it, I was out of debt. Today, my company has 54 full-time team members, and we closed 2013 with more than US\$5 million in revenues.

Throughout my rocky entrepreneurial journey, I kept writing down my lessons learned, reminding myself about the importance of growth through experience. Ultimately, I discovered that things happen for us, not to us. This is an attitude and mindset I've chosen to adopt. I always have a choice. A person chooses to do or be anything. I can choose what to do with the time I have right here, right now. And so can you.

Eric Gilbert-Williams (pictured) is the founder and CEO of The Roof Hospital, a residential roofing and exteriors organization. Fun fact: Eric travels across North America performing with an amateur salsa dance team. Contact Eric at ericgw@roofhospital.com.

Finding My **FREEDOM**

Alejandro Márquez EO Colombia

f there's one thing I've learned in EO so far, it's this: The power of shared experiences goes beyond just business. In 2011, a close EO friend told me about a seminar he had attended, one that freed him from a painful struggle. It occurred to me that we had a lot in common. I was turning 42 and experiencing a relationship crisis with my own father. It was a destructive relationship that created the kind of wounds that wouldn't heal. While I had tried to improve our relationship over the years, I had made little progress.

Inspired by my friend's experience, I signed up for the seminar. In true EO fashion, I decided to "Boldly Go!" and make a change in my life. My father was very important to me, and I no longer wanted to shy away from what it took to achieve the freedom we both deserved. If that meant putting myself in a vulnerable position, then so be it. Throughout the seminar, I discovered the importance of being brutally honest with yourself and taking responsibility for your actions ... two things that are tough to do when you're a hard-charging entrepreneur. Still, I kept an open mind.

As the seminar progressed, I found myself opening up to selfcriticism. And I began to understand that the answers I had been looking for were inside of me all along, just beyond my pride and ego— those two elements of entrepreneurship that both fuel growth and hold you back. Best of all, I learned how to broaden my perspective, which helped me see the cracks in my relationship-building process. I discovered that every time I sought help externally, I was simply looking for sounding boards to tell me that I was right. What's worse, I created "stories" to frame my relationships and mask the reality of difficult situations.

My father was the biggest recipient of this story-telling. I had long ago decided that he didn't love me, and I started building on this foundation to reinforce that "fact." When I realized during the seminar that my perspective was skewed, I began to understand just how much he loved and admired me. It was an emotional awakening, and one that brought with it much-needed clarity. After the seminar, I reached out to my father, opened up and laid the groundwork for a new relationship. For so long, I had created this



image of who my father was and how he treated me ... I had lost sight of reality. By accepting the truth and taking ownership of my actions, I was finally able to create a new future for us.

Before long, we were able to achieve a sense of mutual liberation and hap-

piness. We were ready and eager to start a new chapter in our relationship ... but as it happens in life, we were dealt an unexpected blow. As it turned out, there was little time left. My beloved father was diagnosed with Amyotrophic Lateral Sclerosis (ALS), and just three months after our reunion, he passed away. Looking back, I'm saddened by how long I waited to reconnect with my father, but I'm happy that my vision of him changed, and that however short, we were able to share our love for one another again.

All in all, this has been an emotional but rewarding journey for me, one filled with plenty of lessons learned. Because I made the decision to go out of my comfort zone and attend that seminar, I'm able to speak about my father and his passing with great freedom. I've also learned not to get caught up in the stories we tend to create for ourselves. Instead, I'm focused on reality and appreciative of the time I have with my loved ones. I thank God, my Forum, my EO peers and my family for making all of this happen.

Alejandro Márquez (pictured with his father, Luis Alberto Márquez) is the CEO of AME Consulting, an insurance firm specializing in personal financial needs. Fun fact: When he isn't working, Alejandro is traveling with his wife and their three beautiful children. Contact Alejandro at alejandromarquez@ameconsultingfa.com.

EØ Key Executive



Learn and Grow Alongside Your Key Employees

EO is proud to announce its latest executive-education offering—the EO Key Executive Program, to be held 9-12 October 2014 at the MIT Endicott House in Dedham, Massachusetts, USA. Get ready to discover new tools for staff engagement, adopt innovative methods for goal alignment and explore new management solutions—alongside your key employees!—and then learn how to apply your enhanced synergy back into your business.

Visit http://events.eonetwork.org/kep for more information, or contact Elizabeth Wilson, EO's Global Learning Manager, at ewilson@eonetwork.org.





n many ways, entrepreneurship is a singular journey, one ventured by a lone visionary who sees obstacles as opportunities. When that journey is shared with the world, something magical happens. Just ask **Anju Rupal**, an EO Switzerland – Zürich member, serial entrepreneur and founder of Abhati Suisse, the first skincare line with a social responsibility bent. In this interview, Anju opens up about her philanthropic expedition, the merits of pursuing beauty with dignity, and how through cosmetics, she's giving people the keys to end an overlooked global crisis.

You're a longtime entrepreneur with a number of successful businesses under your belt. How did you transition into social entrepreneurship?

"The social responsibility seed was planted almost 25 years ago, when I was visiting India for the first time. As I was walking down the street, a woman approached me and asked if I could watch her two babies while she found a place to go to the bathroom. I was shocked! It had never occurred to me that there were a significant lack of toilets in India, and that not only did people defecate openly, it was a way of life. I found myself returning to India for business later in life, only to find that nothing had changed. People were still going to the bathroom in public, and it was even being recorded on cell phones and shared inappropriately. I knew that I had to do something to contribute to a solution. I just didn't know how.

"Years later, in 2011, I attended the EO Amsterdam University, which had a theme of 'Change the World.' It was during this event that things began to fall into place for me. Each day brought with it a stronger understanding of how to make a mark through entrepreneurship. Best of all, I was able to have a meeting with social entrepreneur and civil society leader, Dr. Muhammad Yunus, which gave me the fuel I needed to help support a sanitation solution. This was the wake-up call I needed. Thanks to the University, I was finally able to pursue my dream of making a difference."

Inspired, you began to lay the foundation for Abhati, a high-end cosmetics line that combines beauty with giving back. What does Abhati represent?

"I come from the social sector, so I know how frustrating it can be to rely on charity to help you realize your goals. I wanted to change that. After proving to myself that I could make money as an entrepreneur, I set out to make a difference in the social responsibility space. I kept thinking: What if remarkable products and services could be offered in one package ... products with an ethical touch? Abhati—which means 'illuminate your soul' in Sanskrit—combines my passion to give back with my entrepreneurial experience. It's my way of shining a spotlight on something bigger than me. Abhati is more than just a premier product line of cosmetics— it's a movement. I'm using Abhati as a vehicle to generate awareness and education around the sanitation issues that exist in the world, most notably in India."

As you developed the Abhati brand, you began to gain a greater understanding of the sanitation issues in India and abroad. What did you discover?

"Developing Abhati opened my eyes to the severity of the sanitation issues in India and around the world. In more developed countries like Switzerland, we tend to take advantage of our easy access to public toilets and hygiene products. In India, however, sanitation isn't a top priority. As I started to do more research, I found myself wondering how a country could build an atomic bomb and boast about how everyone owns a cell phone, but still be unable to address basic human needs. Why do women and children have to hold their bladder—and incur urinary infections—because they're unable to find a place to relieve themselves? Why are more children dying from diarrhea, due to poor sanitation and hygiene-related diseases, each year than HIV/Aids and Malaria?

"The more I looked into the issue, the more I realized it was a global problem that's easily treatable. I learned that access to clean water can reduce deaths by 21%, proper sanitation by 37.5% and hand-washing alone by 35%. What's even more staggering is that four out of 10 people globally have no toilet at home, and one billion people out of seven defecate openly. And there is little education about proper sanitation efforts where it's most needed. By washing their hands with soap and water after using the toilet, people in India and around the world can avoid life-threatening, water-related diseases. Education and awareness around this issue is desperately needed, which is why I started Abhati. It's an entrepreneurial step in the right direction."

You're using consumerism as a vehicle for change. How, exactly, is Abhati making a dent in this global issue?

"Through our community-focused venture, we're donating 50% of our proceeds to NGOs that are doing phenomenal work in sanitation, but that aren't given the funding they need to fully realize their goals. In turn, we're supporting sanitation education and encouraging awareness. If we can get people to learn how to adopt safe-sanitation methods, then they can teach their loved ones, thus eliminating infection, shame, school absenteeism and allowing for all-around healthier families. Through Abhati, we're also supplying toilets to communities in India that are most in need. Roughly six out of 10 primary schools in India have no toilets, and girls drop out of school when menstruation starts because they have no

SPECIAL FEATURE









Abhati is helping schoolchildren in India discover the importance of proper sanitation.

privacy. We're changing that through creative consumerism. When someone buys an Abhati product, they're not just getting a quality item—they're serving as a change agent. We're giving customers the chance to make their own mark through their purchasing power. People are already spending their hard-earned money on cosmetics ... why not attach a global cause to that action?"

Your first product—"One Hand Washes the Other"—is a liquid soap that communicates the connection between proper hand-washing and health. What did it take to launch this initial product?

"We started by crowd-funding through Indiegogo.com, with the help of a chapter mate who guided the process. Once we hit our financial mark, we kicked into product-development mode. I used my resources to recruit renowned cosmetic formulators and a top-tier design firm, Paperlux, all of whom volunteered their time to realize our vision. After years of researching and testing, we had 'One Hand Washes the Other,' which embodies the essence of Abhati. Our tagline for this product is: 'Wash your hands and make a difference,' which speaks to our purpose of making a statement in a sophisticated and aesthetically pleasing way.

"But creating a product wasn't enough. We also needed to address the educational component. Coupled with this product is a hygiene curriculum that was developed by the Zurich University of Design and designed to inspire older girls to teach younger girls about proper hygiene. It's an educational goal we share with our partner, EducateGirls.com. The more we help children in overlooked communities of India 'unlearn' what's been taught to them for generations, the closer we will come to establishing a more

permanent solution. Our hope is that the communities we support will begin to take ownership of this cause, and that the local governmental boards will match school funds so the project can scale faster. We have a long road ahead of us, but we're making progress."

In true "Engage the World" fashion, you reached out to EO members to help you realize your vision. How did your EO peers step up?

"One of my strongest skill sets as an entrepreneur is the ability to build smart teams to execute on projects; to really engage them in alignment with a vision. Having started several local businesses in the past—from the first privatized walk-in emergency clinic for kids to a financial firm—I was able to apply my diverse experiences to realize Abhati. But as I came to find out, experience is not enough. I needed to leverage other people who could contribute in areas where I lack, and who could take my venture to the next level. What better place to seek resources than in EO? After tapping into the network, I was met with immediate support.

"Having my vision confirmed by my EO peers at the University years ago helped me get things going, and leveraging their unique skills later on helped me go even further. For example, I reached out to Mahmood Al-Yousif from EO Bahrain for video support and Julia Langkraehr from EO UK – London for retail direction, among others. Once I was able to get my peers to buy into my vision, they started donating their time and talents. I've always believed that leaders aren't born, but formed, and having access to EO resources spurred me to take action when others thought I was crazy. With Abhati, I had stepped away from a very comfortable

role to address the status quo of an ugly reality ... it was risky, but EO gave me the strength I needed to 'boldly go.'"

As you pave the way toward progress, you're setting the stage for others to follow. What challenges are you facing as you pursue your dream of seeing global sanitation issues eliminated?

"One of the biggest challenges we face is how to market a high-end product that's directly tied to public toilets and defecation. It's hard to make the brand glamorous, even though it's tied to an important and life-saving cause. Another unique challenge exists in the communities we're supporting. We're competing with decades of learned behavior in India, with generations of people having been taught that open defecation is normal and acceptable. Educating these people, especially the children, about the importance of proper sanitation and the need for public toilets is an uphill battle, but it's one that absolutely deserves to be fought. By developing local partnerships, encouraging community ownership and creating a long-term infrastructure built around education, we're paving the way for a long-term solution— one that can serve as a foundation for generations to come."

What does the future of Abhati look like, and what are some of your greatest lessons learned so far?

"From a commercial standpoint, we're gearing up for our next product line: a matching hand cream and fragrance candles developed by Nose perfumer, Geza Schoen, which also use natural ingredients from the Indian and Swiss cultures. From a social responsibility perspective, our journey is just beginning. We see ourselves as aesthetic activists; we're in the business of changing lives through education and awareness. We'll continue to strive to make India and other countries free of open defecation, and with the support of others, work toward ending the water issue globally.

"On a personal level, I now understand better as an entrepreneur how the world works, economically, socially, culturally, politically, environmentally and technologically. And I'm able to speak more about the importance of proper sanitation, both for EO and other audiences. I've also learned the importance of sharing your vision—no matter how bold—so that others can follow your light. Every path I took as an entrepreneur has led me to this mission, this moment. I'm just going to keep moving forward, and I'll lean on EO every step of the way."



To learn more about Abhati and Anju's journey, scan the QR code for a special video or visit blog.eonetwork.org/Abhati.









STRAIGHT FROM THE **SHARK**

Business Lessons from Mark Cuban

Dustin Wells, EO Austin

s a chapter, we're committed to hosting the best learning events around, the kind that give our members the tools they need to excel in business and life. During the recent South by Southwest (SXSW) Interactive festival, we had the chance to host an event with none other than Mark Cuban. One of the most successful entrepreneurs around, Mark is known for being the founder of Broadcast.com, an enthusiastic owner of the National Basketball Association's (NBA) Dallas Mavericks and a no-holds-barred investor on the television series, "Shark Tank."

It's safe to say that Mark has a lot of insight to offer fellow entrepreneurs, so landing him as a speaker was a huge win. He didn't disappoint. Mark shared stories about his first business endeavor (door-todoor trash bag sales) and his investment approach (he's invested in more than 80 startups, some based solely on email pitches), as well as anecdotes about a few of his more memorable experiences (getting to bump

Magic Johnson from a flight). All in all, he was funny, uncensored and entertaining ... and he also left me with several lessons that I'll be applying in my own entrepreneurial journey:

Content—and context—is critical. We achieved the ultimate trifecta for this learning event: a charismatic and highly credible speaker; relevant information for our audience; and perfect timing during SXSW Interactive, an event that has business owners from around the world ready to soak up as much knowledge as humanly possible. Whether you're looking to fill a room, craft an inspiring blog post or land a contributed article in Forbes, that perfect storm of tailored content and contextual relevancy is critical to cutting through the clutter.

Above all else, be authentic. Mark is one of the world's most successful entrepreneurs and billionaires, running a multitude of businesses and serving as the centerpiece of an entrepreneur-focused television show. Yet, he showed up to the event in jeans, a t-shirt and sneakers, which he immediately kicked off when he got onstage. In business, where investors put their money behind people more than products, Mark exemplifies two characteristics that are vital for success-hungry entrepreneurs: He exudes passion for his business, and he is unapologetically himself.

Be prepared for the unexpected. As with running a business, it's not often that things go exactly as planned. While we were expecting a short, solo presentation of sorts, Mark instead asked me to join him onstage

for a more informal Q&A session. I never expected to be sitting barefoot on a stage, having a friendly conversation with Mark Cuban! It was unexpected, and required the kind of adapting that's necessary in entrepreneurship—but the result was an even more interesting and unique experience than we could have hoped for.

Recognize the difference between selling products and selling experiences.

As one of the most active and enthusiastic team owners in the NBA, Mark recently announced that the league is wrong about how it conducts its business. It's not selling basketball ... it's selling the emotional roller-coaster that is watching, 'live' sports. Regardless of your industry, customers buy outcomes, results and experiences— not products. Market and sell accordingly.

Don't forget to have fun. After his first successful business exit, Mark chose to invest not in a big house or flashy new car, but a lifetime pass on American Airlines, saying that the card served as a reminder to "party like a rock star." Entrepreneurship is a long and bumpy road, but it's important to step back from the day-to-day grind every once in a while, recognize your successes, and above all, enjoy the ride.

Dustin Wells (pictured at left, with Mark Cuban) is the Chapter President of EO Austin and CEO of Headspring, a software solutions firm catering to Fortune 500 brands. Fun fact: Despite now owning a fast-growing technology company, Dustin actually earned a degree in Fine Arts at the University of Texas, where he studied jazz and percussion. Contact Dustin at dustinawells@gmail.com.

Gaining a New Perspective in Penang

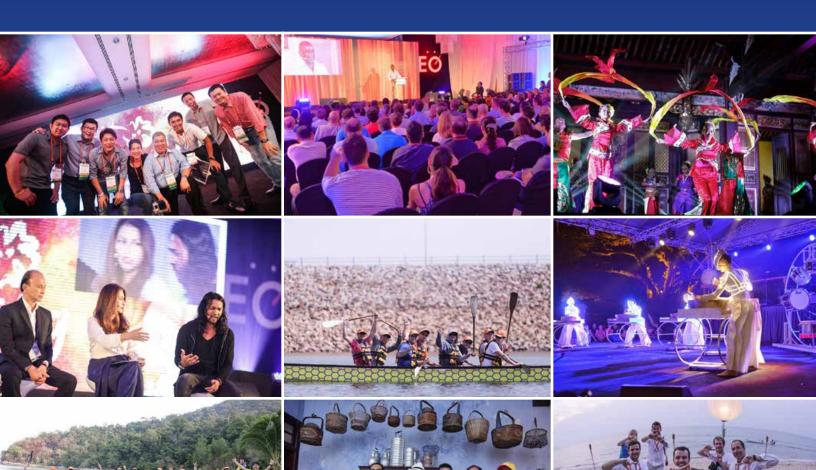


From 19-23 March, 326 members and guests from 43 countries united in the "Pearl of the Orient" to engage, learn and grow at the EO Penang University. For four immersive days, attendees soaked in the rustic heritage of the Malaysian paradise; experienced gamechanging learning at the hands of industry leaders (like fashion icon Jimmy Choo); attended eye-opening activities, including a dragon boat competition, beach party and dinner in a Chinese clan house; and above all, saw the world through a different lens.

All in all, the EO Penang University was a once-in-a-lifetime event not to be missed. What's more, it earned the honor of being the highest-rated University in EO history, with a rating of 8.98 (out of 10)! Congratulations to the University committee, EO Malaysia and everyone who made this record-breaking event happen. Through your hard work, hospitality and support, you've achieved an incredible EO milestone!

Want to attend a Global event?

To learn more about EO's upcoming events, please visit http://events.eonetwork.org or contact events@eonetwork.org.





Sara Baldwin

EO Southeast Virginia Founder of New Ravenna Mosaics FO member since 2008

When you're running a business, sometimes you have to get your hands dirty. No one understands that more than **Sara Baldwin**, the brains and hands—behind New Ravenna Mosaics, a premier designer and manufacturer of stone and glass mosaic tiles for residential and commercial installations.

- 1. How are you maximizing your EO membership? SB: I like to go to regional events and learn new things. For example, I've attended EO NERVE in the past, and will be going again this year.
- 2. What has been your favorite EO experience so far? SB: I like attending monthly educational events sponsored by our chapter. There was a recent one about process mapping with Chuck Blakeman. He gave us relevant tools for thinking like a leader—instead of a manager—and how to tell the difference.
- 3. Where do you find your inspiration as a designer and entrepreneur?

SB: As a designer, I find inspiration in nature and my extensive travels. From the Silk Road to Paris to Moscow, the material cultures and legacies of artisan crafts constantly feed my imagination. As an entrepreneur, inspiration usually occurs when I'm searching for something and find that it either doesn't exist, or

it's of such poor design quality that I attempt to modify it. Often, this creates a new product that is ripe for development. And like many entrepreneurs, when I discover an unfulfilled need, I see a glowing opportunity for exploration!

4. What would people be surprised to learn about your industry?

SB: It's so small! There are few players in the high-end, hard-surfaces arena, and we all know each other.

5. Finish this sentence: The secret to excelling as an entrepreneur is

SB: Building a remarkable team that can scale your business.

6. What advice would you impart your earlier entrepreneurial self?

SB: I'd tell myself to invest in Apple or Amazon! Seriously, though, I'd make sure I read The E-Myth Revisited, by Michael Gerber, and signed up for a psychology class.

7. What's the secret to keeping picky clients happy?

SB: Anticipate their wants and needs before they even realize that they have them.

8. How do you get demanding customers to buy into your expert direction?

SB: They work with us because they've already fallen in love with our product. My direction is the culmination of more than 20 years of design and production experience. Fortunately, customers forge an emotional attachment to our mosaics. When a product is created by hand specifically for a customer, there is great pride of ownership. They don't usually want to screw that up.

9. What's been your biggest business win so far? SB: In 1994, I beat out 1,600 applicants to win a new

business contest that offered a US\$25,000 prize. That was a huge sum of money for someone who was still having clients fax orders to her father's fax machine because she couldn't afford one! Thanks to the prize money, I was able to not only acquire my own fax machine, but print a catalog and make other critical investments that now seem so small compared to our most recent acquisition— another U\$\$300,000 water jet!

10. What will your next big business win be?

SB: Sara Baldwin Design, an online catalogue of products designed by me and my team in Virginia, USA.

Want to be interviewed for "10 Questions" in the next issue of Octane?

Contact us at octane@eonetwork.org!

EO UPDATE: A Man and His Mission

In the March 2013 issue of Octane, we highlighted EO Arizona member Jim Small and his life's mission to find a cure for his daughter, Sophia, who suffers from Rett Syndrome. In our feature story, titled "Finding My Life's Mission," we highlighted the challenges Jim faced balancing his business with his family, and how he's using the former to support Sophia and find a cure. A year after Jim and Sophia graced the cover of Octane, progress has been made!

Jim's life purpose is still going strong, and his company—SANTÉ Realty Investments—has undergone intensive rebranding, resulting in substantial growth. Outside of his business, Jim launched Triumphant Legacy $^{\text{\tiny TM}}$, a coaching program that empowers entrepreneurs to make the most of their life, family and career. Jim also shared his journey at several EO events, and through his charity, has raised considerable funds in pursuit of a cure. Since Jim's story was first published, scientists have made astounding advancements in gene therapy research and clinical trials, though the "finish line" is still beyond the horizon.

Rounding out the year, Jim welcomed a new addition to the Small family— Madilyn, their third daughter! What a remarkable year for Jim, and the future is no doubt filled with even more hope and promise. Email Jim at jsmall@santerealty.com to learn more about Rett Syndrome, or scan the QR code to watch a special Project Octane video about his journey.





Asks: What is your entrepreneurial philosophy, and how does it fuel you?

"Life is almost over. Every day you should only do what you want to do and only work with people you like. This belief has been embodied in every decision

> - Zac Carman (EO Oklahoma), CEO of ConsumerAffairs

only take the lead in areas where you add outsized value and never be afraid that can help you leapfrog the usual difficulties when

> - David Garrett (EO Spain – Barcelona), CEO of Uiñas de Pinorat

"Treat your customers like family. We strive to make every client a new family member, and have discovered that in doing so, we're able to take our business to new heights."

- Crystal Anderson (EO St. Louis), President and CEO of Olneya Restoration Group

"Always reach for the stars! You may not always get there, but reaching will help you grow. And always use 'no' as fuel to keep you going until you get a 'yes.' for you ... there are a lot of 'no's' and the occasional

Larry Bass (EO Ireland), CEO of Screentime Shinawil



Driving Your Business Blindfolded

Dr. Eyal Ronen, EO Israel

went on a really long drive last week. It was a road I've traveled hundreds of times before— I know every curve and bump by heart. It felt really good driving on a familiar path. But what if I told you that I drove the entire trip blindfolded? Don't worry, I didn't. I love my family and would never risk other drivers on the road!

But you would think that I had lost all of my marbles, right? And yet, so many business owners do exactly that. They stick to a familiar and comfortable road along their entrepreneurial journey, driving on auto-pilot because it's safe. Sometimes, it seems like they really are wearing a blindfold. Here's a perfect example: Think about your hiring process. You place an ad online, interview a bunch of candidates and hire one (or several). Then, you pray that you made the right decision. Right?

Sure, sometimes this approach works. But choosing a candidate via a coin toss will also work 50% of the time. In fact, research shows that using the most common interview techniques results in a predictive value of 52%— a mere 2% better than the flip of a coin! If you're tired of hiring a candidate, only to discover that he or she is nothing like what they presented during the interview, you need to change your hiring practices. Here are a few tips that I tell my clients when it comes to hiring more effectively:

1. Conduct a job analysis: Perform a systematic investigation of the job. This will reveal everything that the person needs to be able to do. A good place to start is by sitting down with people who are currently filling the role. Or, you can speak to the hiring manager or any other person who may have insight into what the job truly is. Then, create a list of exactly what the job entails. This job description should be much more detailed than what you probably have today.

- 2. Create a Star Profile: Compose a document that lists 7-13 of the most important competencies a person needs to excel in the role and your business. You already have a great job description that you completed in step one. Now, to create the "Star Profile," answer this question: What would it take for someone to do a great job? For example, if in step one you wrote that the job includes a duty like adjusting to constantly changing client demands, your Star Profile would probably include the competencies of high-stress tolerance and flexibility. People with these two characteristics will perform great when it comes to the above task. Don't forget to include competencies that align with your company's culture.
- Use interviews, but also use objective data: I always recommend using personality assessments and ability tests to see who the person really is— not just who they want you to see during the interview. Choose a standardized assessment that will balance out your own biases and those of your team. And make sure you only select assessments that were scientifically developed, and that have been specifically validated for employee selection; many assessments that are great for personal development are absolutely not suitable for selection.
- 4. Compare apples to apples: Here is a harsh reality—your interview process is probably bad. I've worked with hundreds of managers in many businesses, and I can tell you with a high level of confidence (and disappointment) that most entrepreneurs don't know how to interview well (but this is a subject for a whole other article). During the interview, ask candidates the same questions, in the same order. In fact, create a complete interview guide that you and other interviewers can follow. This will lead you to make a decision that you liked (or didn't like) a person because of their personality, not because of the questions you may or may not have asked.
- Rate your candidates: The Star Profile you created in step two is your best friend! Using the Star Profile, rate each one of your candidates to make sure they have the competencies that are required to be successful in the role. I recommend a consistent five-point scale for each competency. Then, create a sum across all competencies for each candidate. All you have left to do is pick the candidate that has the highest score. Then you can really make better hiring decisions.

Dr. Eyal Ronen (pictured) is the founder of Spotlight Leadership, an international consulting firm that helps companies drive business results through workplace happiness. Fun fact: Once, Eyal found himself rollerblading on a runway, in front of a jet, that was about to take off. Contact Eyal at eyal@SpotlightLeadership.com.



The Power of Your People

Jihad El Eit EO U.A.E.

It's amazing what can happen when you dive headfirst into an industry you know very little about. In 2008, I acquired i2 Pakistan, a struggling telecom handset distributor. I was ready to make a mark on the business world, even though several friends and family members thought I was crazy for taking such an enormous risk. After all, I was a Lebanese-Argentinean national with little business management experience, let alone a telecom handset distributorship in South Asia. But in pure entrepreneurial fashion, I trudged forward and set my sights on success.

I was hungry to make a difference and eager to lead the charge in a growing industry. What I couldn't have anticipated, however, was the culture shock that came with setting up shop in the region. The business environment was completely unorthodox, and I quickly realized that overcoming the challenges of building a business in Pakistan wouldn't be possible without the right people on board. As hard as it was to admit at the time, I needed to surround myself with people who were smarter than me.

On my first day at the helm, I met with every employee—from the CFO to the office assistant. Within a week, I had overhauled the management team and established a group of trustworthy and highly capable individuals to help turn things around. Within a year, the company was generating significant revenues and a sizeable profit. Needless to say, everyone that contributed to the success of i2 Pakistan shared the rewards. And I was given the biggest one of all: The knowledge that the right people in the right positions can help any business achieve significant growth.

With i2 Pakistan hitting its rhythm, I decided to put my newfound knowledge to the test. In 2012, I sold the company and acquired a controlling stake in Man'oushe Street, a fast-food chain I had founded two years earlier in the U.A.E. The company had been struggling due to the absence of an effective management team, and while I had minimal experience in the food and beverage industry, I leveraged my newfound knowledge to get the ball rolling:

1. You are only as good as the people around you. I cannot emphasize this enough: Always surround yourself with

people who are smarter than you. While leadership plays an important role, I'm an advocate of hiring more experienced and talented people than the leader. I've discovered it's the optimal strategy if you want to fulfill your company's mission and realize the overall vision.

- 2. Delegate through ownership, not tasks. When delegating, I discovered how important it was to share goals concisely and openly. The more people know what they're working for, the harder they'll work. At Man'oushe Street, we've concluded a number of large acquisitions with little involvement on my part. My only contribution was to highlight the broader goal; everyone else fell into place once they were given the appropriate information.
- 3. Management is a pushing exercise, leadership is a pulling one. Pushing requires constant surveillance of what's going on, but visibility is finite, as there's simply too much to monitor. By taking the lead and focusing your efforts on broader goals, the team behind you will "self-manage," allowing you to check in only once in awhile to ensure everything's on track and there is alignment.

By applying these lessons learned, I was able to turn Man'oushe Street around. Within a year, the company had acquired a new brand identity, enhanced its services, expanded its footprint and established a solid personnel and systems infrastructure. Man'oushe Street is now one of the fastest-growing, locally based fast-food chains in the region. It just goes to show you that regardless of the industry or your experience in it, the power is in your people.

Jihad El Eit (pictured) is the founder and CEO of Man'oushe Street, a popular Middle Eastern eatery that serves traditional, home-styled street food. Fun fact: Jihad took a requisite English test three times before getting accepted into university, and the only "A" he received was for swimming! Contact Jihad at jihad.eit@jeetekgroup.com.



Separating Yourself from the Pack

Andrea Culligan EO Sydney

hat's in a name? As it turns out— a lot, actually. Here's a fun example: What runs through your mind when you think of a "Nigel"? Perhaps you conjure up thoughts of a weedy little Englishman with a wet handshake? He got picked on in school, struggled to find mates and picks his nose when no one's looking? Now what comes to mind when you think of a "Bambi"? I'm sure you already have images of what she looks, sounds and acts like. And you know she was the most popular girl in school.

Let's say you meet a Nigel or Bambi one day when you're interviewing them for a job— imagine how much harder it is for them to prove their worth should they be smart, confident, outgoing, attractive and astute? It'll be tough to compete against your misguided perception, right? The reality is that until you actually have an experience with that person—or their "brand"—it's difficult to change your idea of their worth. The same goes for your company's brand. Your name, message, look and feel are being judged every second of every day, especially by your future clients and employees.

So then, how do you cut through all of the noise to ensure that your brand is the one people choose to trust and respect? My creative firm, Harteffect, has two niche areas around branding: commercial and employer. Every day we help hundreds of businesses around the world develop authentic brands to attract and engage either their clients or their prospective employees. And no matter the project, our process always builds upon the same four points:

- 1. Is what you're saying an assumption? The old adage of "assume makes an 'ass' out of 'u' and 'me'" becomes very apparent when it comes to employer branding. The truth in an employer brand really lies in the trenches, not at the senior-executive level. Have you taken the time to ask your employees why they joined your company, and if they leave, why they left? Sometimes the direction that needs to be taken is dictated by the details.
- 2. Are you competing for ego or purpose? Understanding not just your product competitor but also your talent competitor landscape is essential to your strategy. Without a clear understanding of who you're hiring or who's buying your product or service, you are essentially competing with ... well, everyone. Each company will always have a point of difference from their closest competitor. This could be culture, opportunities,

location, style or function. There is no need to compete with the masses, if that's not what you're seeking.

- 3. Get clear on your message. By this stage, you've identified the reasons, the competition and the candidate or client you're seeking-now it's time to focus on the message: the true story of what is really being offered. Always be clear, specific and authentic. When it comes to a candidate, for example, work/life balance means different things to different people. If what you're trying to get across is not clear from the onset, it can dilute the true opportunity available.
- 4. Tell your story the way it reads to you, not the way you think they need to hear it. There's been a lot of discussion around social media, multimedia, print, job boards, newspapers, ad words and a million more things when it comes to marketing your brand. There isn't a cookie-cutter approach that needs to be followed. This is your brand, your message, your story, so it's up to you as to how you need to present it. Whatever works, works ... and you don't necessarily need to tweet it, like it or tag it to get there.

Your brand as an employer, or that of your product or service, is the very first thing a client or candidate considers when engaging your business. Who are you, what do you stand for, what do you offer, why do I want to work for/with you and what can I offer you in return? The journey a potential hire or client takes to get to you ends the same way: They want what you want— a great company to work with and great results every day. Don't be a Nigel and tell them something different before they even get there.

Andrea Culligan (pictured) is the CEO and founder of Harteffect, an integrated branding agency focused on building authentic brands that connect. Fun fact: Andrea grew up thinking she was going to be a marine biologist, but turned to entrepreneurship more than 14 years and seven businesses ago. She still loves the water, though. Contact Andrea at andrea@harteffect.com.

EO Partner Presents:

TECHNOLOGY AS A GROWTH DRIVER



Cindy Bates Vice President of U.S. Small and Mid-Sized Business, Microsoft

n a world where technology is woven into the fabric of our daily lives, it's clear that it helps us stay connected and get more done. What you might not know, however, is just how significant an impact technology can have on the growth of your business and the economy at large. A recent study by the Boston Consulting Group (BCG) found that those small and mid-sized businesses (SMB) that use technology the most grow faster and create more jobs than SMBs with low levels of technology adoption. The BCG study concluded that if just 15% of low-tech SMBs and 25% of medium-tech SMBs became high-tech SMBs, the result would be the addition of more than two million jobs and an additional US\$357 billion into the U.S. economy.

The BCG study segmented businesses into three categories based on their use of technology:

- Technology Leaders: These leaders use various forms of technology to power their businesses, encompassing various cloud services, mobile and social capabilities, web-based voice and video conferencing, and productivity tools. They tend to grow faster than the economy as a whole.
- Technology Followers: These followers use wellestablished technology tools, but do not use cloudbased platforms or solutions. Their growth in terms of revenue and jobs trails that of leaders.
- Technology Laggards: Laggards have generally low levels
 of technology adoption. They have no online presence and
 use computers, the Internet and the most basic Microsoft
 Office tools on a very limited basis.

By understanding where your business falls on the spectrum, you can consider which types of technology can help propel your business forward. For example, if you haven't already moved your business to the cloud, you should evaluate the cost savings, enhanced productivity and ease of scaling your operations that the cloud delivers. Cloud-based services for tasks like document



storage, video conferencing, email and calendars are typically a fraction of the cost of buying and maintaining servers and software. They also provide greater flexibility and mobility since the data is stored online and is therefore accessible from any device with an Internet connection. If you're already utilizing cloud services, you can add custom software programs and use services that provide overall IT infrastructure management online. Businesses that take this step often grow faster than the economy as a whole.

Simply put, technology is integral not only to the success of individual small businesses, but to economic growth and job creation more broadly. As an entrepreneur, you're already a leader. By ensuring you're a technology leader, you'll reinforce your company's pace of growth on the road to success.

Microsoft is the worldwide leader in software, services and solutions that help people and businesses realize their full potential. EO's regional partnership with Microsoft includes access to speakers and training curriculum; access to Microsoft stores and event-hosting locations; and connections to Microsoft business-development managers for brand awareness and other opportunities. For more information about this partnership, please contact Greg Hill, EO's Strategic Alliances Manager, at ghill@eonetwork.org.



To learn more about EO Charlotte's initiative, contact administrator@eocharlotte.org.

EO CHARLOTTE INSPIRES LOCAL ENTREPRENEURSHIP

ommitted to social responsibility, EO Charlotte recently worked with Junior Achievement of Central Carolinas to lead an entrepreneurial competition for students of a local high school. The competition, which was held on 11 March, consisted of a day-long "Make Your Mark" workshop that encouraged students to determine how they could make a lasting impact through their proposed businesses.

In all, 40 students on eight teams produced actionable business plans under the tutelage of EO Charlotte members, with the end goal of taking their plans beyond the theoretical and creating launch pads for viable businesses. After the workshop, the students had a chance to pitch their plans—and the results achieved so far in implementing their plans—to judges. Through this program, the students are getting the chance to put what they've learned into action in real businesses of their own.

"We love giving back to the community. In this case, the students did all of the work and used our shared experiences to grasp what is most important to the success of their businesses," explains Roger Hendrick, EO Charlotte's Community Chair and program facilitator. "This community initiative is just one of the ways we're making a mark as a chapter this year."



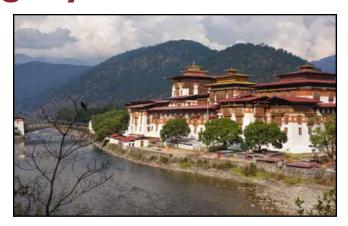
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Build a Learning Legacy in Bhutan

Every year, EO engages member leaders to create, support and host various events around the world, all of which are designed to take the EO experience to the next level. From Universities to regional events and executive education offerings, members have numerous opportunities to engage global peers, learn from the best minds in business and experience exotic locations. Now you can add another one to that list—the EO Bhutan Global Experience, a unique and immersive event that promises to be a dynamic EO adventure!

"This is going to be an incredible event, one that offers members from around the world the chance to gain insight from the last truly authentic place on earth," said Michael Ross, EO Bhutan Global Experience Co-Chair. "If you're looking for a new EO experience that will touch your soul and take your entrepreneurial journey to new heights, you'll find it in Bhutan."

To be held 8-13 December 2014, this Global event ushers in a new type of member benefit— the "Experience," a more in-depth and personalized EO adventure that invites members to explore another side of EO events in a different part of the world. Attendees



will experience an exclusive EO journey that will enrich their inner selves by connecting with the people and cultures of Bhutan.

Mark your calendars for the chance to visit this remote, yet astoundingly beautiful, destination, set against the mighty Himalayas! To receive event news, join our Facebook group—www.facebook.com/EOBhutanExperience—or contact events@eonetwork.org.

NEW MEMBER SPOTLIGHT



Olivia Lee Director of Shiamas, LTD Joined EO in March 2014

What are you hoping to get out of your EO journey?

OL: I hope to discuss with other entrepreneurs how they run their businesses, and gain new ideas to continue improving my own.

How would you describe your business?

OL: We are the retailer and exclusive distributor of Alexandre Zouari French hair accessories, and we offer a prestigious list of European tableware and home accessories under the shop name, Exclusivités. We also have a joint venture with Lalique Asia, as well as our own Chinese tea brand— Fook Ming Tong Tea

Shop. We currently have more than 20 shops in Hong Kong, and more than 50 throughout China, Taiwan and Macau.

What are some challenges associated with running a family-owned business?

OL: Sometimes when you're running a family business, you don't have access to outside opinions or support to help you achieve success. Another challenge is that family emotions can often interfere with the management of the company.

What are some benefits of running a family-owned business?

OL: There are a lot, actually. For example, you can see the 'big picture' of the business very early on, and be more involved in all parts of the company. You also get to collaborate with people you trust, and can work more quickly toward a common goal.

Are there any hot trends you're noticing in your industry?

OL: E-shopping! More and more people are going online to make their purchases; retailing is no longer just occurring in retail shops.

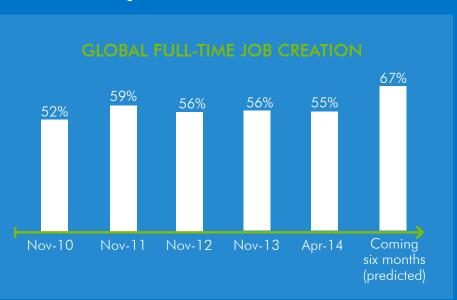
Welcome Olivia— contact her at olivia@shiamas.com!

Know a new EO member we can highlight? Send their name and email to octane@eonetwork.org, and we'll consider them for our next "New Member Spotlight."

EO 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 February's survey, 5,500+ members shared their insights regarding the economy and their business.

> of entrepreneurs worldwide expect to create full-time jobs in the coming six months.



For more information, visit www.entrepreneurindicator.com.

QUOTED & NOTED



U.A.E. Company Named Great Place to Work

EO U.A.E. member Hazel Jackson's (pictured center) company, biz-group—a business strategy, team-building and corporate-training firm—was recently named the #1 SME to work for in the U.A.E. by Great Place to Work Institute, a global research and management consultancy. biz-group was chosen for its "extraordinarily high" trust level.



Tennessee Titan Recognized for Excellence

EO Nashville's Mark
Deutschmann, CEO of
Village Real Estate, was
recently named to The
Nashville Post's "2014
In Charge" list, which
recognizes the top local
business leaders. Mark
followed up this accolade
by receiving the Realtor
Community Service Award
at the Greater Nashville
Association of Realtors'
Awards of Excellence
ceremony.

Aviation Company Flies High in Industry

Joshua Hebert's company, Magellan Jets, was recently named to the Boston Business Journal's "2014 Pacesetters" list of the fastest-growing private companies in Massachusetts, USA. The list honors companies that recorded the state's fastest revenue growth from 2010 to 2013. Magellan Jets, a leader in private aviation, increased their sales by 22% in 2013, and continues to expand their global presence in 2014.





EO Netherlands Member Producing Blockbuster Film

It's a busy time for EO Netherlands member David Bijker, founder of Bijker Film & TV. Not only does his company's feature film, "Secrets of War," premiere this month, but he and his team are working on a new production: "Falko, Letter of Fire," a historical thriller set in Belgium. Bijker Film & TV is renowned for producing cutting-edge television, film and corporate media.

Member Launches High-Ranking Podcast

EO Austin's Billy Murphy, founder and CEO of BlueFirePoker, recently launched an entrepreneur-focused podcast on ForeverJobless.com. In its first 24 hours of release on iTunes, the podcast ranked #1 in the category of "Business: Management/Marketing" and #2 in "Business." A serial entrepreneur, Billy uses the podcast to share his thoughts on the ins and outs of entrepreneurship.





Indian Industry Leader Makes Forbes List

Ishwar Chugani, an EO U.A.E. member and managing director of Giordano, was recently named to Forbes Middle East's "Top Indian Leaders in the Arab World" list, a part of the magazine's Top Indians in the Arab World Awards. The prestigious list included 170 business owners who are making a mark locally.

GLOBAL LEARNING CALENDAR

SEPTEMBER 2014



3-7 | EO GENEVA GLOBAL UNIVERSITY Geneva, Switzerland

OCTOBER 2014



9-12 | EO KEY EXECUTIVE PROGRAM Dedham, Massachusetts, USA

NOVEMBER 2014



2-5 | EO LEADERSHIP ACADEMY Washington, D.C., USA Applications available in June



20 | EO24

Virtual24 hours of learning at your fingertips

DECEMBER 2014



8-12 | EO BHUTAN GLOBAL EXPERIENCE Thimphu, Bhutan Registration will launch in July

For more information or to register for an event, please visit http://events.eonetwork.org or contact events@eonetwork.org.

Want to register for upcoming MyEO and regional events? Expand your EO learning by attending one of the below events:

- » EO Insignia/EO Quantum Leap Campus Montreal, Canada; 17-19 September 2014
- » EO Alchemy Las Vegas, Nevada, USA; 30 September 4 October 2014
- » EO Thrive Cleveland, Ohio, USA; 1-3 October 2014
- » RIE 2015 Nepal; 19-21 February 2015
- » Mexico & Beyond 2015 Guadalajara, Mexico; 26 February 1 March 2015
- » EO Majlis Lahore, Pakistan; 6-8 March 2015
- » **EO Round Up** Oklahoma City, Oklahoma, USA; 16-18 April 2015

For more information, scan the QR code at right or visit http://events.eonetwork.org/multi-chapter-events.



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OUR MISSION

To engage leading entrepreneurs to learn and grow.

EO HITS THE 10,000-MEMBER MARK!

It's amazing what can happen in just 27 years.

In 1987, we had 22 members in a single chapter. Today, our global reach extends to 42 countries and 137 chapters ... and we've just hit the biggest milestone of all— 10,000 members! Earning the honor of being our 10,000th member is EO East Africa's Akith Patel, director of Propack Kenya Limited.

Through this growth, our members have greater access to resources and networks around the world than ever before. Take advantage of EO's growing global network! Contact membership@eonetwork.org

for a peer introduction when you're traveling!