

The Entrepreneurs' Organization Magazine
September 2014

octane

CULTIVATING
the Next Class of
ENTREPRENEURS

ANNUAL REVIEW EDITION



"I didn't want to compromise my vision or answer to a board that didn't hold the same values I had built the company on, just for the sake of profit."

I Never Want to Make "Screw You" Money

Dan Price, EO Seattle

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<i>EO Chairman-Elect</i>	Gilberto Crombe EO Monterrey
<i>Director</i>	Jody Dharmawan EO Indonesia
<i>Director</i>	Eric Gangloff EO Reno Tahoe
<i>Director</i>	Lance Lai EO Sydney
<i>Director</i>	Adrienne Lea Palmer EO Dallas
<i>Director</i>	Ivan Ting EO China South
<i>Director</i>	Sanjay Wadhwa EO Chennai
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<i>SVP of Business Development</i>	Michele Becnel
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EO ANNUAL REVIEW

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We take a look at FY2013/2014, a year marked by membership growth and globalization! Pg. 4

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Creating a World-Class Global Board of Directors



Blair (center), with members of the FY2014/2015 EO Global Board.

The concept of continuous improvement is not new in the business world. Total Quality Management, Six Sigma, Kaizen, LEAN and other variations have been around for a long time, primarily focused on implementing strategies for process improvement. Regardless of which system is used, it's hard to argue that the concepts haven't helped create tremendous value and drive competitive advantage for companies and industries around the world. While not espousing any particular philosophy, EO has been, and always will be, committed to continuous improvement, as well.

As the governing body of EO, the Global Board of Directors acts as EO's fiduciaries and trustees on behalf of more than 10,000 colleagues around the world. As such, we strive to do all that we can to improve how we operate as stewards of this organization. Having a solid relationship with all levels of our membership is integral to our success, as is being open to suggestions that can take EO to the next level. And we've been doing just that, ushering in new best practices to enhance how the Board functions—individually and as a group—and lay the groundwork for 27 more years of EO growth and greatness. A few examples include:

- » Establishing a more detailed application process for Board selection
- » Conducting leadership assessments by a third party

- » Creating a 360°-performance appraisal and Board review process
- » Adjusting the voting process to allow for greater engagement

Much like we all do in our businesses, continually evaluating performance is paramount to the Board, especially as we welcome more new members and chapters into the #EONATION. In addition to the aforementioned examples, the Board has stepped up their communications to ensure that all members are kept informed on what's happening throughout the organization. Not only are we conducting our annual All Member Survey and Monthly Pulse Survey, which gauges the member experience, but we've posted our financial audit on EOaccess and are distributing comprehensive "Board Books" to member leaders, among other avenues of enhanced communication.

These are just a few of the ways the Board is paving the way for a world-class EO experience. Above all, we recognize that our success is dependent on membership satisfaction, which is why we're working closely with the regions and functional areas to ensure our strategic priorities are implemented, and that the Board, Regional Councils and Committees act as a unified leadership team for EO each year. It is a continuing priority to empower the regions and areas through the Regional Councils, which is achieved through more autonomy and authority, an increased budget and voting rights on key issues, in addition to other efforts toward enhanced integration.

This is just the beginning. As a Board, we are committed to improving what we are doing and how we are doing it—and how we are communicating those improvements—to increase the value our members receive from EO. Being ultimately accountable to the members, stakeholders and other "publics" we are proud to serve, the Board can do no less.

Regards,

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

#EONATION

EO Global Board SPOTLIGHT

We'd like to introduce you to the newest members of our EO Global Board, all of whom are committed to growing the organization, strengthening the membership and further establishing EO as a global thought leader on entrepreneurship. This year, we welcome three new faces to the Board!



Eric Gangloff
Director
EO Reno Tahoe
egangloff@saifunds.com



Ivan Ting
Director
EO China South
ivan_ting@kader.com.hk



Sanjay Wadhwa
Director
EO Chennai
sanjay@apinternational-films.com



Learn more about
EO's leadership—
scan the QR code!



A Year of Membership Growth and Globalization

At the start of FY2013/2014, when we ushered in a new year under the leadership of Global Chairman Rosemary Tan, we anticipated continued success under the call to action of “Engage the World.” What we couldn’t have imagined, however, was just how much we would grow, how far our

presence would reach and how united we would become in the process. Using our EO Global Strategic Plan as a compass, we set sail toward realizing an improved Global infrastructure, larger membership base and an extended global footprint—three priorities designed to further position us as a global thought leader on entrepreneurship. We hit our marks and more.

At the onset, our focus was on enhancing the world-class member experience through an organizational restructuring that allowed for greater global support and resources, greater regional authority and strategic offerings for our growing membership. With a renewed foundation and greater commitment to customer service, we set in motion key initiatives to foster engagement in all corners of the world. We introduced the “Welcome Back to EO” campaign, which brought 150 former members back into the EO family; we launched the EO Sister Chapters program, which united 20 chapters for next-level growth; and we implemented the MyEO personalization platform, which inspired 87 member-driven activities around the world; among other efforts.

While we instituted more programs to strengthen EO this year, perhaps most impressive was our substantial growth from a membership and globalization standpoint. For the first time in our storied history, we zoomed past the 10,000-member mark, a significant milestone that speaks volumes regarding the value of EO and the reach of our influence. And in alignment with our efforts to bring more quality members into the organization, we

expanded our global presence by launching 12 new chapters in various regions around the world: EO Kuwait, EO East Africa, EO Argentina, EO São Paulo, EO Punjab, EO Chesapeake Bay, EO Ecuador, EO Abuja, EO Wellington, EO Brooklyn, EO Greece and EO Dalian. The arrival of these new chapters brought with them more opportunities for members to engage one another, their chapters and the broader global community.

We accomplished a lot in FY2013/2014—learn more in our special “Annual Review” by turning the page—and have set the stage for sustained organizational excellence. What does the new year have in store for us? With the combined efforts, time and myriad talents of our member leaders, supported by the hard work of our passionate and committed professional staff, we will continue to strengthen our impact and value offering to our growing membership. We will do all of this while pursuing our EO Global Strategic Plan and laying the groundwork for yet another year of benchmarks met and milestones realized. Why? Because we’re committed to using what we’ve learned to ensure you’re getting the most out of your EO and entrepreneurial journey.

Thank you for supporting us as we strive for even greater heights. We have certainly grown into a powerful #EONATION, and I’m proud to be a part of that. Have a great quarter, in business and beyond!

Regards,

Bob Strade
EO Executive Director
bstrade@eonetwork.org

EO Annual Review: An FY2013/2014 Recap



At the start of FY2013/2014, EO Global Chairman Rosemary Tan introduced “Engage the World,” an organizational call to action that was fueled by EO360° and encouraged members to leverage EO’s global network. Designed to inspire peer-to-peer engagement at the local, regional and global level, this call to action played a pivotal role in our organizational growth and success. In this edition of our Annual Review, we highlight our accomplishments in FY2013/2014 and the role engagement has played in all corners of our global community. Turn the page to learn more!

EO ANNUAL REVIEW



HITTING A MEMBERSHIP MILESTONE

For the first time in EO's 27-year history, we hit the 10,000-member mark, a milestone that speaks to our growing global impact, influence and reach. Earning the honor of being our 10,000th member is EO East Africa's Akith Patel. From 22 members in 1987 to 10,000+ in 2014, we're on our way to becoming the most influential community of entrepreneurs in the world!



Inspiring Members to "Engage the World"

To capitalize on the success of EO360° and further drive engagement throughout our growing community, we introduced "Engage the World," a call to action that inspired members to go out of their comfort zones to maximize their memberships and explore new ways they can become more complete entrepreneurs. The call to action was a success, with a variety of programs and initiatives aligning with our commitment to drive local, regional and global engagement.

Maximizing the Membership Value

The 2013 EO All Member Survey (AMS), our annual questionnaire that gauges the impact of EO and the needs of its members, was a record-setting success, with nearly 60% of the membership completing the survey. Of special note is our overall value rating as an organization, which increased from an 8.3 to an 8.4 (out of 10), the highest in EO history!



Enhancing EO's Customer Service

Upon examining our organizational infrastructure and exploring new ways we can enhance our customer service, expand our global footprint and support our thriving regions, we instituted a new EO Global structure, spurred by a renewed commitment toward supporting all levels of the EO experience. This restructuring is the first of many steps toward delivering a world-class member experience!



Expanding Our Global Footprint

In alignment with our globalization efforts, and with support from countless chapter launch champions and member leaders, we significantly expanded our global footprint by launching 12 new chapters in thriving regions around the world: EO Kuwait, EO East Africa, EO Argentina, EO São Paulo, EO Punjab, EO Chesapeake Bay, EO Ecuador, EO Abuja, EO Wellington, EO Brooklyn, EO Greece and EO Dalian ... the most chapters we've ever launched in a single year!

Welcoming New Strategic Partnerships

To ensure we continue to deliver maximum value to our global membership, we established strategic partnerships with several new businesses, including Avianca (LAC), Emirates (South Asia), Taj Hotels (South Asia), ITC Hotels (South Asia) and Profit Magazine (Canada). In addition to these partners, all of whom provide substantial value to their respective regions, we formed an alliance with Endeavor, marking another successful year of partnership engagement and strategic alliances.



Growing the EO Community

It was another big year for our membership-growth initiatives. We welcomed 60+ new EO Accelerator graduates into the EO family, increasing our total graduates to 266; we launched the “Welcome Back to EO” campaign, which introduced 150 former members back into the organization; and we gave back to the next generation of entrepreneurs through the EO Global Student Entrepreneur Awards (EO GSEA)—1,600+ students from 37 countries participated—which held competitions in 11 new countries and supported an EO Mentorship Experience initiative.



Launching Thriving New Programs

We introduced several new programs this year, including the EO Youth Exchange, which strengthens families through global connections, and the EO Sister Chapters program, which saw 20 chapters unite for dual learning and growth. We also implemented the MyEO personalization platform, which helped drive 87 member-led activities around the world, and established, among other new programs that support entrepreneurial growth, a new Executive Education partnership with the renowned London Business School, called the “EO/London Business School Growth Forum: Breaking Barriers.”



Delivering More Member Learning

We continued to offer various learning and leadership-growth programs, including the EO Key Executive Program, which earned an impressive 9.5 rating; the EO Leadership Academy, which saw 26 members from around the world unite for leadership growth; the A New Beginning program, which kicked off its fourth year; and EO24, a virtual learning event that saw significant global participation. We also celebrated spousal engagement through a Spousal Forum road show, while encouraging chapters to embrace the extended benefits available to spouses.



Hosting Record-Breaking Events

We raised the bar when it came to our Global events this year, hosting the highly anticipated Global Leadership Conference (GLC) in Athens, Greece, which saw 1,200 member leaders unite in celebration of EO’s Path of Leadership; the EO Buenos Aires University, which offered a special spousal program and coincided with the launch of EO Argentina; and the EO Penang Global University, which earned the highest University rating in EO history with an 8.98.

EO ANNUAL REVIEW

Organizational Snapshot

(as of 30 June 2014)

10,000+

TOTAL MEMBERS WORLDWIDE

US\$536 BILLION

TOTAL SALES OF ALL MEMBERS WORLDWIDE

US\$52.3 MILLION

AVERAGE MEMBER SALES

2.4 MILLION

TOTAL NUMBER OF WORKERS THAT
MEMBERS EMPLOY WORLDWIDE

240

AVERAGE MEMBER EMPLOYEES

143

TOTAL NUMBER OF CHAPTERS WORLDWIDE

46

NUMBER OF COUNTRIES WITH EO CHAPTERS

42

AVERAGE MEMBER AGE

FY2013/2014 ORGANIZATIONAL NET REVENUE



- Member Dues: **91%**
- Grant Revenue: **1.3%**
- Interest and Other: **1%**
- Forum Training and Events: **5.6%**
- Contributions: **1.1%**

EXPENSES



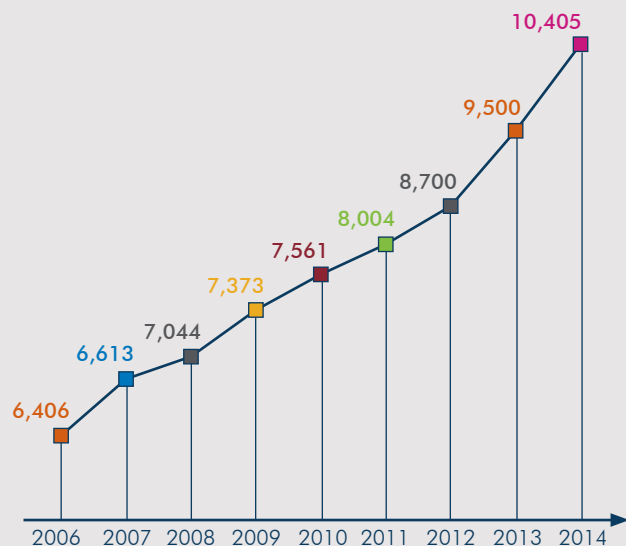
- Chapter Development: **28%**
- Communications: **7.7%**
- Conferences: **12.4%**
- Executive Education/GLC: **10.1%**
- Forum/MyEO: **12.9%**
- Governance: **6.2%**
- Healthnetwork and EO Connect: **1.6%**
- Technology: **3.8%**
- Management and General: **6.6%**
- Learning and Leadership: **10.7%**

ALLOCATIONS OF MEMBERS' GLOBAL ANNUAL DUES



- Chapter Development: **28.6% - US\$486**
- Communications: **9.4% - US\$160**
- Management and General: **8.6% - US\$146**
- Global Benefits: **3.4% - US\$58**
- Learning: **17.2% - US\$292**
- Governance: **7.7% - US\$131**
- Technology: **5.1% - US\$87**
- Forum: **14.8% - US\$252**
- Depreciation: **3.3% - US\$56**
- Contribution to Reserve: **1.9% - US\$32**

MEMBERSHIP GROWTH



MEMBERSHIP COMPOSITION BY REGION



Asia Pacific: 17%	South Asia: 8.7%
Canada: 9.2%	US-Central: 16.8%
EMEA: 13.6%	US-East: 15.7%
LAC: 7.5%	US-West: 11.5%

SIZE OF CURRENT PRIMARY BUSINESS



Less than US\$2 million: 23.1%
US\$2 million to US\$4.9 million: 27.4%
US\$5 million to US\$9.9 million: 16.9%
US\$10 million to US\$19.9 million: 13.3%
US\$20 million to US\$49.9 million: 9.8%
US\$50 million and above: 9.5%

FY2013/2014 EO ALL MEMBER SURVEY



SURVEY HIGHLIGHTS

- » In all, 5,677 members responded to this year's survey, representing 59.7% of the entire membership—a new record
- » The overall value of EO is the highest it has ever been, earning an 8.4 (out of 10)
- » Approximately 48% of members indicated they plan on staying in EO indefinitely, a testament to the impact of our organization
- » The likelihood of members recommending EO to a friend or colleague is at a high point of 8.9
- » Member leaders rated the support from EO Global staff an 8.5
- » The value that member leaders receive from an EO leadership position rated an 8.8
- » Overall member satisfaction with chapter benefits is an 8.2; chapter communications and Forum are the highest-rated items, each with a score of 8.9

MEMBER SURVEY RESPONSE BY REGION

This year's survey was sent to all members in February 2014, and responses were collected through 28 February.



Asia: 62.3%	South Asia: 42.6%
Canada: 63.3%	US-Central: 57.9%
EMEA: 59%	US-East: 60.2%
LAC: 63.5%	US-West: 71.4%

Thank you to everyone who made this year's survey one of our most successful to date! For more survey results, please contact Frank MacPherson, EO's Director of Marketing, at fmacpherson@eonetwork.org.

Awards & Recognition



Each year, EO recognizes and awards those members and chapters who go above and beyond when it comes to learning, communications and marketing, membership, making a mark and the Rock Star checklist. Below is a list of the award recipients for FY2013/2014. Congratulations to all who won, and thank you for raising the bar!

COMMUNICATIONS AND MARKETING AWARDS:

- » **Best Video:** EO Karachi
- » **GCC Award for Marketing & Communications Leadership:** Mike Gunderson (EO Silicon Valley)
- » **Best Chapter Branding:** EO Silicon Valley
- » **Best Newsletter:** EO Osaka
- » **Best Social Media:** EO China East
- » **Best Event Branding:** EO Cleveland/EO Kolkata
- » **Best External Awareness:** EO New Jersey

LEARNING AWARDS:

- » **Best Calendar (Small):** EO Oman
- » **Best Calendar (Large):** EO New York
- » **Best Chapter Learning Event:** EO Brisbane
- » **Best Multi-Chapter Event:** EO New York
- » **Best Community Impact:** EO Edmonton
- » **Best Wow/Social Event:** EO Ireland/EO Boston

MEMBERSHIP AND INTEGRATION AWARDS:

- » **Bill Trimble Award for Most New Members:** EO New York (48 new members)
- » **Randi Carroll Award for Best Chapter Launch:** EO East Africa
- » **Highest Percentage Growth:** EO Lahore (68.8%)
- » **Century Club (awarded to all chapters hitting the 100-member milestone for the first time):**
EO Columbus (100), EO Singapore (101), EO Australia – Victoria (107), EO Hong Kong (107)
- » **Half-Century Club (awarded to all chapters hitting the 50-member milestone for the first time):**
EO Dominican Republic (50), EO South Australia (50), EO El Salvador (52), EO Jaipur (53),
EO Karachi (54), EO Lahore (54)
- » **Membership Recruitment Excellence:** Kent Lewis (EO Portland)
- » **Membership Integration Excellence:** Daniel England (EO Orange County)

OTHER AWARDS:

- » **Mark Lincoln Volunteer of the Year:** George Gan (EO Malaysia)
- » **EO Global Citizen of the Year:** David Katz (EO Vancouver)
- » **EO Staff Member of the Year:** Leah Sibilia (EO's Event Director)

ROCK STAR CHAPTERS

Asia Pacific:

- » EO Hong Kong*****
- » EO Korea
- » EO Malaysia****
- » EO Perth
- » EO Singapore
- » EO Sydney

South Asia:

- » EO Chennai**
- » EO Jaipur
- » EO Kolkata**
- » EO Nepal*****

EMEA:

- » EO Bahrain***
- » EO Johannesburg***
- » EO Karachi**
- » EO Saudi Arabia – Jeddah**
- » EO UK – London

Canada:

- » EO Edmonton*****
- » EO Montreal
- » EO Winnipeg***

LAC:

- » EO Guadalajara**
- » EO Nicaragua
- » EO Querétaro****

US-Central:

- » EO Cleveland
- » EO Iowa*****
- » EO Kansas City**
- » EO Nebraska**
- » EO Oklahoma****
- » EO St. Louis***

US-East:

- » EO Birmingham***
- » EO Charlotte
- » EO Nashville****
- » EO Philadelphia**
- » EO Raleigh Durham****
- » EO Southeast Virginia

US-West:

- » EO Colorado**
- » EO Orange County
- » EO Reno Tahoe
- » EO Sacramento
- » EO Utah****

*The asterisks denote the consecutive years a chapter has held Rock Star status.

Bonding with Branson

Lessons Learned from Necker Island

Tonya Lanthier
EO Atlanta



As an EO member, I'm always on the lookout for new ways to learn and grow in business and life. Recently, I came across the learning opportunity of a lifetime. I was presented with a chance to spend a few days on Sir Richard Branson's Necker Island, along with a handful of fellow entrepreneurs and one super entrepreneur! A friend of Sir Richard's put together a retreat, and asked if I'd like to join. I'm still basking in the Branson glow. Here are three things I took away from this eye-opening experience:

Balance is Achievable

While on Necker Island, Sir Richard taught us that despite the demands of running a successful business, balance can be achieved. He stressed the importance of balancing all aspects of your life, to include your work, family and leisure time. As a woman entrepreneur, that's not always easy. We're so often told that we "can't have it all" and be a mother. Well, I'm living proof that it's not only possible, it's gratifying! I watched my grandparents run a business together for more than 50 years, and a key to their success was the ability to balance the other, equally important parts of their lives. Sir Richard reminded me that being successful means more than just running a successful business—it's about running a successful life.

Give Your Time to Get Ahead

I was inspired by Sir Richard's willingness to talk frankly with us, and how he generously donated his valuable time. He answered our questions—and we had a lot!—spoke about his own experiences in great detail and challenged us on occasion. Through his stories, he reminded us how important it is to give our time to fellow entrepreneurs, as well as those in our communities and the people we lead in our businesses. I even took his advice about using an "inspiration vacation" to create some team-building time with my staff. It was great to break away from the office for a bit and return with new energy and enthusiasm. It's true—the camaraderie and chemistry we could create in a non-work atmosphere makes a big difference.

Never Stop Having Fun

Growing up as a tomboy, I was used to playing with boys. I competed with them constantly, and often won. I still compete with them today as an entrepreneur. Sir Richard demonstrated that even among the most successful businesspeople, there is still time for playing. During this incredible trip, I did things I never imagined I would do: I flew shotgun in a tiny plane to Tortola in the British Virgin Islands; I raced a sail raft in the Caribbean Sea to Mosquito Island, slowing down just long enough for Sir Richard to jump aboard; I danced on a table in glowing LED clothing; and I flew high when kite-surfing and plunged deep when jumping off a cliff. These experiences pushed me to go further in life, and reminded me just how important it is to make time for fun. We need it to ground ourselves, recharge our batteries and get a fresh perspective.

I will cherish my time on Necker Island like nothing I've ever known. What was perhaps most inspiring of all was hearing the stories of other wonderfully successful people, including Google founders Sergey Brin and Larry Page, who happened to drop in. I remember thinking: They're just like me! They're like every EO member! We are all driven to be successful and happy, confident and humble. We want to make the world a better place. This trip reminded me of the power we yield as entrepreneurs and the importance of enjoying the journey. As Bart Wisniewski, co-founder of Bucketlist.org, told me: "The road between your starting point and destination is not a straight line. Rather, it is a beautiful zig-zag to be cherished and enjoyed."

I'm ready to keep zig-zagging.

Tonya Lanthier (pictured, with Sir Richard Branson) is the founder and CEO of DentalPost.net, the premier online and mobile dental job board. Fun fact: When she's not working, Tonya loves playing ultimate frisbee and flag football. Contact Tonya at tonya@dentalpost.net.

I Never Want to Make "Screw You" Money

Dan Price
EO Seattle

I went through a mid-life crisis at the age of 16. My successful rock band split up, I was the most socially awkward high school student on the planet and I spent my days trying to decide what I wanted to do with my life. I kept thinking: How can I build an identity that's more sustainable? I found my answer outside of a small coffee shop in Idaho, USA.



Success is a byproduct of helping others

When our band first started out, we lined up gigs at nearby small businesses. One in particular stuck in my mind—an independent coffee shop. The woman who ran the place put her heart into her business, but she was being taken advantage of by her credit card-processing company, who preyed on her lack of industry knowledge. One day, I returned to the shop and discovered she was having business problems. I didn't know what I was doing, but decided to help her in any way I could. After I updated her rewards program, she started to tell others about my support.

Before I knew it, I began assisting other small businesses in the area, and quickly noticed a common thread: Many of them were being taken advantage of by their credit card processors—some were paying more in processing fees than rent! The small business owners who most cared about the community were the least supported. I wanted to level the playing field, giving them the same opportunities larger companies enjoyed. So I launched Gravity Payments, with a focus on honesty and transparency, the values that mattered most to me. I didn't want to take advantage of these hard-working individuals just to make "screw you" money like others in the financial services industry. I wanted to make a difference.

Sometimes there is value in not having a lot of options

Working my way through college as a bootstrapper and broke college student was challenging. Gravity was growing, though barely making a profit. But profit was never my driving force. Providing the most value, while supporting my community's small business owners, was what drove me. It was also the very reason why I declined outside investments when I needed them the most. I didn't want to compromise my vision or answer to a board that didn't hold the same values I had built the company on, just for the sake of profit. By sacrificing immediate cash, I gained the trust of hundreds of clients.

You'll be more successful if you focus on listening

One of the unique business challenges I faced was my young age. When business owners would ask how old I was, I would either laugh or say I was 12 to deflect potential worry (or judgment) of doing business with someone who couldn't order a beer. Despite my young age, the empathy I felt for these small business owners helped me better understand their stories and meet their needs. I'd even let clients know if Gravity wouldn't be able to save them money. I found customers began to judge me on these two simple actions—listening and empathizing—rather than my age. They saw that I wanted them to succeed. If they succeeded, I succeeded.

When the water gets rough, adjust the sails and head into the storm

The recession in 2008 was a rude awakening. We were just becoming a break-even business when, suddenly, a portion of our revenue evaporated overnight. Terrified, I lay awake at night trying to find a solution. Then a funny thing happened—I started to feel empowered. I asked myself, "How do I go back to our roots as a company?" I didn't have to look any further than the clients we served. Small business owners cared about what Gravity cared about—transparency, honesty and supporting communities. We could have adjusted rates, inflated costs and hidden fees to stay afloat, but that's not what we stood for. Instead, we rolled up our sleeves, worked long hours, streamlined processes and continued to grow, all while keeping expenses down. With a lot of hard work, we turned things around in four months. This dark time renewed our focus on what was most important—serving our customers and helping them thrive.

As crazy as it sounds, I don't have a five- or 10-year goal. I have a 50-year goal. It's simply to stay loyal to our customers and continue to fight against those who try to exploit them. That's the vision that started this journey, the vision that got us through the bad times and the vision taking us into the future.

Dan Price (pictured) is the founder and CEO of Gravity Payments, a credit card-processing company. Fun fact: Dan landed his first major account from the inside of his dorm room closet while trying to muffle the chaos of college life. Contact Dan at dprice@gravitypayments.com.

Connections to Experts:

Building Responsiveness into **Your Business**

On 15 January 2009, US Airways Flight 1549 lost power in both engines and crash-landed on the Hudson River in New York, USA. Passenger **Dave Sanderson's** ability to respond to both Captain Chesley "Sully" Sullenberger's commands and the sinking craft's dire situation helped save the other passengers' lives. In this special interview, a hero of "The Miracle on the Hudson" shares how companies that respond quickly to challenges not only sustain, but thrive, during times of crises.

On the various ways responsiveness can be undermined:

DS: In the organizations with which I've been involved, those people who are only concerned with their job security or advancement prove to be disruptive or hazardous to crucial relationships, because they don't put their clients' needs first. The company's reputation could be undermined by having people not check their egos at the door and focus on the common good. One of the key takeaways of 'The Miracle on the Hudson' was about people checking their egos and responding to the greater good. If we had even one person on the flight not respond quickly to requests or focus only on him or herself, the outcome could have been tragically different. After we crash-landed into the Hudson River, the plane quickly began filling with ice-cold water. Although my first thought was to leave immediately, I decided to make sure we got everyone else out first. I was the last passenger out of the plane, waist deep in frigid water, holding the lifeboat as close to the wing as I could so that the passengers could get onto the rescue boats.

On the benefits of responsiveness in business:

DS: Staying responsive and interactive with your clients is critical to achieving sustained growth. The ability to respond quickly to someone's suggestions or appeals for support is a determining factor as to why someone would want to work with you and/or your company. Split-second reactions matter, especially in critical situations. Because there was no room on the wing after we evacuated everyone from the back of the plane, I was forced to hang onto the exit door. I noticed a lady in a traumatized state standing on the wing. She looked like she didn't know what to do or where to go; someone had to do something. She needed to snap out of it. So I yelled at her, 'Throw the baby! Throw the baby!' I got her attention, and she got off of the wing and onto the lifeboat safely.



“Staying responsive and interactive with your clients is critical to achieving sustained growth.”

On building and reinforcing responsiveness in the workplace:

DS: Demonstrating that your motives to support someone quickly are genuine and congruent is the most effective way responsiveness can be built and reinforced. Once your potential client sees that you have their best interests at heart, you will become their trusted advisor instead of just another commodity. Being responsive and resourceful are the key attributes that make the difference between a vendor and a partner. In my organization, we integrate responsiveness and resourcefulness into everything we do. Although there are thousands of speakers who do what I do, one of the reasons my business keeps growing is because my team and I respond rapidly to client requests. This helps demonstrate that we have their interests at heart. Another way we respond to a client's needs is to go the extra mile by asking, 'How can we add more value to your experience than you expect?' Sometimes our clients have needs that even they don't realize ... the need for congruency. If you work and live with congruency—a trait lacking in most organizations—you will stand out from your competition.

Dave Sanderson (pictured) is an author and celebrated speaker who recently spoke at an EO Raleigh Durham event. To learn more about how you can foster responsiveness in your company, visit www.DaveSandersonSpeaks.com.

The Magic of Inbound Marketing

Rob Rawson
EO Sydney

Sales trainers will often tell stories of superstar salespeople who sit on the phone all day, calling random strangers and overcoming various objections to make sales. The reality is that cold-calling is dead. In my experience, any marketing effort that has you approaching cold customers and asking them to do business with you is a lot of effort for very little reward. Getting customers to come to you, better known as “inbound marketing,” is another approach. Inbound marketing is all about becoming the information hub for your industry. Here are some efforts that can help you do just that:

Produce How-to-Purchase Guides

An in-depth guide to purchasing your product or service is a good inbound marketing effort because it directly targets the exact type of person you’re looking for—someone who wants to purchase your product or service. This guide should not be a comparison chart between you and your competitors, where you come out on top in every measure. Instead, it should be a comprehensive and objective review of the decision-making process, and perhaps an analysis of the strengths and weaknesses of different vendors in your industry. You can also develop how-to-purchase guides for related, but non-competitive, markets. When customers purchase your product or service, are they likely to purchase other products from related industries? If you can help them make a buying decision in those related industries, you will be top of mind the next time they’re ready to make a purchase.

Use Infographics to “Sell” Your Service

Infographics help convey information and its retention by strategic use of imagery. Some people respond better to a visual story of your industry, and it’s quicker to review this type of content than reading an entire article. In my experience, it’s easier to get blogs to post your infographics than it is to get them to link to your articles. Start by researching some interesting facts related to your industry, and then hire a graphic designer to build an infographic for as little as US\$200 on sites like oDesk.com. To get websites to post our infographics, I search for blogs that have posted similar content. I just go to Google’s image search and drag and drop an existing graphic into the search engine; Google shows me all of the places where it was posted. I then reach out to the appropriate websites to see if they’re interested in posting our infographics, which are equally valuable.

Provide a Free Product to Bloggers

An inbound marketing strategy we’ve used recently is to offer bloggers a free product in the hope that they will write reviews about it. It takes a lot of effort and follow-up to get them to actually write the article, but it’s an effective method of promotion when it happens. To do this, we source for blogs with reasonable readership

and traction. We can tell how much traction they have by seeing if there are comments and shares associated with their blog articles. If it’s a good fit, we send the blogger a complimentary product, answer any questions they may have and watch as they support us on the marketing front.

All in all, implementing inbound marketing efforts into your business can help you create a constant stream of incoming requests from prospective customers. By making sure the information you present is highly valuable and relevant to your target audience, your content will be shared within your industry, positioning your company as a leader in product or service excellence.

Rob Rawson is the chief of staff at Staff.com, a platform for hiring high-quality global and remote workers. Fun fact: Before becoming a full-time entrepreneur, Rob was a medical doctor. Contact Rob at Rob@staff.com.



A Roadmap to Member Growth

When it comes to your EO membership, you get what you're willing to put into it. No one knows that more than **Kris Marshall**, an EO Accelerator graduate and the first woman to serve as Chapter President in EO Detroit's history. In this interview, Kris speaks to the value of EO Accelerator, the significance of EO Mentorship and the benefits associated with member leadership.



Your journey into EO started when you engaged EO Accelerator. What inspired you to get involved in this business-growth program?

KM: John Anderson, a founder of EO Detroit, invited me to participate when I expressed that we wanted to sell our youth workbooks across the U.S. EO Accelerator helped me learn to take more risks, think outside-the-box and create structures for growth. As a result, we grew from US\$500,000 to US\$1 million during the recession!

After graduating from EO Accelerator, you joined EO and co-created a mentorship program within your chapter. How do these relationships benefit EO Detroit members and Accelerators?

KM: Through group and one-on-one mentoring opportunities, our EO Accelerator participants have experienced significant personal and professional growth. Our members love to be engaged as mentors, and feel it is a win/win experience. Every year, we have EO Accelerator participants who graduate into EO, and they go on to share how their mentors have played a role in this accomplishment.

As EO Detroit's Chapter President, you're a testament to the impact of EO Accelerator, EO Mentorship and EO's Path of Leadership. How did these programs prepare you for your new role?

KM: While participating in EO Accelerator, I joined its mini-board and attended various chapter board meetings. Helping lead that program, along with my other board experiences, gave me greater insight and skills to lead a team of entrepreneurs. Through EO Accelerator, EO Mentorship and EO's Path of Leadership, something really cool happened: My mentor in EO Accelerator, Mark Winter, continued to be my mentor ... and now I'm following him as Chapter President! Other past Presidents have also been wonderful resources, and I'm honored to follow in their footsteps while making my own path.

You're also the first EO Accelerator graduate to serve as Chapter President of EO Detroit. What are you hoping to accomplish in your role this year?

KM: This year, we took an honest look at our chapter to determine where we wanted to go. The great news is that we had a lot of positive aspects on the list; we also had things to work on. A few of our goals include having 120-140 quality members; increasing the number of minorities and women in the

chapter; recruiting at least five new members who are under 35 years old (we have an aging chapter); and developing affinity groups for our members to be more engaged. I'm running the board on the Entrepreneurial Operation System process because it keeps everyone on track and accountable. By transitioning the board to this structure, I want to make leadership more efficient, effective and fun, while building a lasting structure for future Chapter Presidents.

What tips do you have for those members interested in exploring EO leadership or mentorship?

KM: My tip is just to jump right in! Most of our Chairs start off by serving on a committee so they can test it out and learn how to be more involved. I believe what you put into your chapter is what you get out of it, and I always want to maximize my experience. Also, EO Mentorship is a great program to implement into the EO Accelerator program. It keeps veteran members engaged and supports participants in hitting their US\$1-million goal. If you have a great recruiter to manage the mentoring process, the program can be easy to run and produce terrific outcomes.

Kris Marshall (pictured) is the president and CEO of Winning Futures, an award-winning non-profit. Contact Kris at kris@winningfutures.org.



CULTIVATING the Next Class of ENTREPRENEURS

It starts with a single idea, one fortified over time through action. Before long, a concept turns into a company, and the entrepreneurial journey begins. Most business owners look to EO for the direction they need along the way. For those entrepreneurs still attending high school, college or university, they use the **EO Global Student Entrepreneur Awards (EO GSEA)** as their compass, where they receive the resources and mentorship needed to truly thrive.

As the premier global competition for student entrepreneurs, EO GSEA is strengthening tomorrow's business leaders, today. Contributing greatly to this program is EO Mexico City's **Pablo Hernandez O'Hagan**, an EO GSEA Committee member who launched the first student business competition in Mexico, ushering EO GSEA into Latin America. In this featured interview, Pablo talks about the impact of this EO program, the role young entrepreneurs are playing in his region and the value associated with cultivating the next class of entrepreneurs.

Your journey into EO GSEA began during the inaugural EO Leadership Academy, where you were first introduced to the program. What inspired you to lend your support?

"When I joined EO in 2007, I was eager to be on my chapter board and give back to my region. I started out as a Membership Chair, and was invited to apply for the first EO Leadership Academy in 2008. I was honored to be accepted among 25 other EO leaders from around the world. While at the Academy, I met Steve Showalter, an EO New York member who was the EO GSEA Chair at the time. He told me about this program that helps student entrepreneurs reach the next stage of their business, and invited me to serve as a judge at a future competition. I was immediately hooked.

"One of the biggest reasons why I wanted to support EO GSEA was because I could relate to what the student entrepreneurs were going through. I started my digital agency, Ingenia, when I was just 21. I had been building websites for people since I was 14, and decided to turn it into a business after college. Thirteen years later, I have three amazing business partners and 150 employees. Looking back, being an entrepreneur at such a young age was one of the best things that could have happened to me. It gives you a head start in business, but you also need a lot of direction and support. I was excited for the chance to provide that to other young entrepreneurs as they built their businesses."

You went on to serve as a semi-finalist judge for a regional competition in Kansas City in 2009. How did that experience open your eyes to the full value of EO GSEA?

"I was instantly amazed at what EO GSEA was all about. I had so much energy after meeting all of the incredible entrepreneurs, all of whom were eager to learn and grow. To get the full sense of EO GSEA, you have to experience the program in person and feel the high-octane energy. As I watched the students present their companies, it reminded me of when I was that age and starting my company. These young entrepreneurs are like gazelles; they're moving so fast and thinking outside of the box. They're hungry to discover new ways to build their businesses.

"A true component of being a successful entrepreneur is having great mentors, and EO GSEA gives you that. As a volunteer judge, I saw firsthand the immense value of the program and the role it plays in the lives of these entrepreneurs. As a contestant, you're exposed to great judges who question your business model and teach you how to strengthen it; you're introduced to networks of peers who are eager to share their experiences; and you leave with extensive knowledge that can help you grow your business. These connections and opportunities are invaluable for emerging entrepreneurs. Ultimately, they learn just as much from us as we do from them."

While in Kansas City, you saw a need for an EO GSEA presence in Mexico City. Why did you think a competition for student entrepreneurs would work well in your region?

"That regional competition really opened my eyes to the possibilities. Latin America, especially Mexico, is quickly becoming a hotbed for entrepreneurs. What's been happening in this country in terms of entrepreneurship is fantastic. If you came here 10 years ago, you wouldn't recognize it. We have so many venture capital firms investing in ideas now, which didn't really exist before. There's roughly US\$300 million dollars ready to be invested in Mexican businesses, many of which are led by student entrepreneurs. The Mexican government even created the National Institute of Entrepreneurship, and is committed to investing in business owners to grow the region. We wanted to capitalize on all of this and contribute to the growth.

"After seeing the value of EO GSEA up close, I was eager to lay a foundation for the program in my hometown. While serving as a judge in Kansas City, I met Carlos Camacho, a contestant who wound up becoming the first Mexican to make it to the Global Finals. We decided to pave the way for a competition in Mexico City. With Steve's support, we picked a date, talked to local Universities, engaged sponsors ... there was a long list of things to do. Our first win was landing the Mexican Stock Exchange as a venue. I leveraged my LinkedIn contacts and was connected with the CEO, who loved the idea of hosting student entrepreneurs in the heart of the local business landscape. He's been lending us the stock exchange for the past five years, and has opened the doors for other stock exchanges in Colombia and Argentina. EO GSEA is something that's naturally very appealing, which helped greatly when it came time to securing judges, gathering media and finding supporters in EO and beyond."



(left to right) Gerardo Sordo Fernandez of Brandme.la; Elizabeth Aguirre of Fast Fruit Factory; Pablo; Dalila Salcedo of fullbox.mx; and Ramiro Fidalgo of APEX Racing Simulators.

In 2010, the first EO GSEA competition in Mexico City was launched with a goal of encouraging and rewarding student entrepreneurship. What was that initial competition like?

"Early on in the planning process, I met with the manager of a large venture capital fund. I told him I wanted to do a business plan competition for student entrepreneurs in the area. He said, 'I don't think there are many of those in Mexico right now.' He mentioned he could be a judge. I went back to my chapter mates and shared the feedback, and they believed in the cause so much that they decided to chip in. We ended up raising around US\$50,000 for the first competition. My peers were saying, 'I have a production company, so I'll do the sound,' and 'I have a design company, so I can do the marketing,' and so on. It was amazing seeing how much they believed in the power of EO GSEA.

"To spread the word about the competition, we started running Facebook ads geared toward local students with enterprises, and began inviting judges. Before we knew it, we had generated a lot of interest. In fact, we managed to get 230 applications from student entrepreneurs! The competition wound up being very successful, and laid the groundwork for future competitions like it. After the event, I emailed that venture capital manager and shared the good news. It turned out there was a ton of interest in the area. Everyone saw the immediate value of a program that helps local entrepreneurs grow their businesses, and in turn, the economy. EO GSEA has been paving the way for young entrepreneurs in Mexico and throughout Latin America ever since."

It's been almost five years since that first competition, and EO GSEA has come a long way in your region. What mark has the program made over the years, and what does the future look like?

"We've accomplished a lot in the five years we've been having competitions. We now have four regional events that feed into the finals at the Mexican Stock Exchange; we've secured sponsorships of more than US\$200,000, including one from Visa; we have a social business fund; and we had 455 applications last year alone. What's more, Mexico now feeds 25 percent of the applications globally for EO GSEA, and half of the students in the Global Finals last year were Mexican. That's a testament to the impact of EO GSEA in our region and the influence of our student entrepreneurs who participate each year.

"A perfect example is Jordi Munoz, an entrepreneur from Tijuana who won the Mexican competition in 2013. His company, 3D Robotics, is the largest drone manufacturer in America. He earned US\$25 million last year and convinced Chris Anderson, the editor of *Wired* magazine, to quit and join his business. This is a guy who has been touched by EO GSEA. He's gained access to more people thanks to the program and discovered new ways to perfect his business model. And then there's Danielle Gomez, who went on to compete in the 2013 EO Global Finals and become a second runner-up. These are just two of many Mexican entrepreneurs who are making an even bigger mark thanks to EO GSEA.

"I believe there's a bright future for EO GSEA throughout all of Latin America. Every year, new cities are expressing interest in

EO GSEA

hosting a competition; it's become a point of pride. As our economy continues to strengthen, more and more student entrepreneurs will want to experience the value of this program, which will help them give back to their community. The value comes full circle. I know EO GSEA will continue to play a big role in the nurturing of entrepreneurship locally, regionally and globally, and will help fuel EO through new members, new ideas and new experiences. This is such an amazing program, and I can see there being a competition in every major city around the world."

Looking back, what has your involvement in EO GSEA taught you about entrepreneurship, your region or your own entrepreneurial journey?

"Personally, I've been able to spend a lot of time with student entrepreneurs over the years, and it continues to be one of the most enriching experiences of my life. EO GSEA is a part of my DNA. When I look back at my journey, I'm amazed at how much of an impact it's had on me. I've been fortunate to be surrounded by so many bright, driven students over the years, all of whom are eager to make a mark through their incredible businesses. They remind me why I got into entrepreneurship in the first place—that innate desire to change lives through entrepreneurship.

"Ultimately, EO GSEA has taught me the power of connections, and how networking is the best kind of currency entrepreneurs have. And I've discovered just how impactful these student entrepreneurs can be—not just in Mexico or Latin America, but throughout the world. They're contributing to their local economies, creating jobs and revolutionizing industries every day. In my eyes, this program offers a great opportunity for every EO member to give back to those who follow in our footsteps. I've been working alongside fellow members like Modesto Gutierrez, Isaac Lekach and Jorge Rubio, to help build EO GSEA locally, and I'm excited to see the program continue to grow."

What is EO GSEA?

The **EO Global Student Entrepreneur Awards (GSEA)** is an international series of competitions for student entrepreneurs who are attending a recognized high school, college or university; own a for-profit business that has been operational for at least six months; and are principally responsible for its operation. EO GSEA has been an integral part of EO's operations since 2007.

How does the program work?

Student entrepreneurs compete through local, regional and national competitions to win their shot at going head to head against the best student entrepreneurs in the world at the EO GSEA Global Finals. The winner of the Global Finals earns the prestigious title of "EO Global Student Entrepreneur of the Year," as well as media attention, cash prizes and donated services. Past winners hail from Utah, USA; Cape Town, South Africa; and Ireland, among other countries.

Where is EO GSEA represented?

As the premier global competition for student entrepreneurs, EO GSEA represents 1,800+ future industry leaders from more than 37 countries and counting. In FY2013/2014 alone, EO held competitions in 11 new countries.

How can I get involved?

EO GSEA is a catalyst that inspires students to grow their entrepreneurial ventures. Members can get involved directly by serving as judges and mentors to these bright students. Learn more by visiting www.gsea.org or contact gsea@eonetwork.org.

Learn more about the impact of EO GSEA in Mexico, and how Pablo and his peers are supporting tomorrow's business leaders, today.



A few of the 1,800+ student entrepreneurs who've received value from EO GSEA.

Giving Your Forum a Boost

Gene Robertson

EO Nashville

Need a Forum boost? Consider trying a personal SWOT analysis! SWOT, which stands for Strengths, Weaknesses, Opportunities and Threats, is a well-known analysis process that urges business leaders to identify these elements to assess their company and competition. This process forces employers to think deeply about their businesses as the first step in formulating strategies to reach their goals.

During a recent Forum retreat, I presented a spin on the traditional SWOT analysis, with a goal of injecting new energy into the group. Instead of identifying characteristics of our businesses, we focused on ourselves. Performing an individual SWOT analysis has helped us better understand ourselves (internal strengths and weaknesses) and our environment (external opportunities and threats), and that knowledge has gone a long way in strengthening our Forum. Here is how we executed it:

1. **Strengths.** Start with one member and have everyone in the group list strengths for that individual. What are his or her advantages over others? These could be skills, certifications, education or connections. Go around the room until everyone has shared three strengths. It's fine to repeat strengths if you think they should be reinforced. The member being analyzed should take notes on all of the group's observations, and should ask any clarifying questions at the conclusion of this step. When we did this in our Forum, it was interesting to note how some members saw their strengths as weaknesses. After hearing their Forum mates identify their weaknesses as strengths, they were able to see themselves in a different way.
2. **Opportunities.** Skip weaknesses for now and move on to opportunities. I have found it is better to do both of the positive elements first. It allows the group to invest in the buildup of each other before getting to the more negative pieces that can be difficult to be honest about. Follow the same guidelines from the strengths exercise, but instead focus on how this member can use his or her strengths to leverage opportunities. Some examples include industry trends, new technologies or a demand for a new skill in the company.

3. **Threats.** Next, do the same with threats, which are external factors that may work against the individual. This step will often point out what needs to be done and put problems into perspective. Is changing technology threatening his or her position? Is this person facing any obstacles at work? Is there less of a demand for one of his or her skills? I have found that it is very easy to underestimate our own threats. Having close Forum members think them through has helped bring the perspective I need to address my own threats.

4. **Weaknesses.** In this final exercise, the individual will list two or three of his or her own weaknesses. What are your negative work habits? Do you have personality traits that hold you back? Do you have a small network? Share these with the group for feedback. It's important to be realistic and honest with yourself so that you can face your weaknesses head on. Since weaknesses are internal, only you know them. That is why you need to list your own in this part of the process. This was the most difficult step for my Forum. It was painful to conduct such deep self-analysis and then share our weaknesses with each other. We could not have accomplished it if we didn't have a high level of trust in one another.

Repeat these four steps with each member in your Forum, allocating 30 minutes per person in the group. At the conclusion of the personal SWOT analysis, we entered our information into AlignToday.com, a program that many EO members use to create focus throughout their organizations, which lays the foundation for creating a personal "One-Page Plan." Since conducting this exercise, we have reflected back on this plan and taken action to ensure that we are honing our strengths and minimizing our weaknesses, taking advantage of our opportunities and mitigating our threats. In your next Forum meeting, I challenge you and your peers to look at yourselves using this SWOT framework.

Gene Robertson (pictured far left, with his Forum) is a strategy coach at Petra Coach, a business-coaching firm. Fun fact: Gene is passionate about helping people uncover the goals they need in life and business to help them get closer to their purpose. Contact Gene at gene@petracoach.com.





Insights from an EO Spouse

Katty Douraghy
EO Spouse

My husband, Jamie, has been an EO Los Angeles member for more than 10 years, and has held several leadership positions within the organization. Ever since he became a member, EO has been an active topic of conversation in our household. I've seen firsthand the transformational effect EO has had on him, both at home and at work. Needless to say, I wanted to experience that incredible value for myself!

Recognizing EO as a valuable driver of personal and professional growth, I attended local events as a guest, listened to amazing speakers and met countless members who, like Jamie, are committed to learning, growing and giving back. Empowered by my experiences and inspired to share them with other spouses, I helped launch a Spousal Forum in EO Los Angeles. While I was excited to better experience EO, I couldn't have anticipated just how impactful this Forum would be, offering strong bonds and deep friendships that continue to guide me to this day.

In 2010, I discovered my Spousal Forum's true value when I was faced with a personal crisis. That year, my mother's lung cancer had unexpectedly returned and spread to her brain. Apart from Jamie, I didn't know where to turn for support during this difficult period of my life. Then I remembered my Forum mates. By sharing their own experiences of dealing with loss, grief and taking care of elderly parents, I was guided through the ups and downs of managing my mother's cancer and the toll it was taking on me, especially in those final moments.

In early 2011, my step-father and I honored my mother's wishes and took her off of life support. She died peacefully within the hour. Honoring my mother's living will was difficult for me, even though it was what she wanted. I viewed the responsibility as a burden, and carried much guilt and resentment inside of me. It wasn't until I attended the 2014 EO Penang Global University that

I finally found some inner peace. One of the keynote speakers, Chris Gardner, shared his story about taking care of a terminally ill loved one. He said that the greatest honor is when someone trusts you to be their voice, when they no longer have one. At that moment, my perspective shifted ... and I felt a burden lifting.

Up until that point, the guilt, anger and sorrow that came with losing loved ones had become unbearable. In the months before my mom died, I had lost my father to Parkinson's and my step-mother to a heart attack. Needless to say, 2011 was not a good year ... but my Spousal Forum saved my sanity and the experiences delivered through EO helped me rebuild my spirit. For me, this journey has validated the power of EO and the benefits available to us as spouses, prompting me to become more involved in the EO community. I now volunteer as the EO Spousal Engagement Subcommittee Chair to help grow spousal involvement in all corners of the world.

Since becoming more involved in EO, I have felt it important to share the profound impact this organization can have on both the member and those around the member. There are so many ways for spouses to experience EO's tremendous value: Take advantage of local, regional and global learning events; become a spousal champion in a local chapter; explore—or start your own—Spousal Forum; participate in the EO Youth Exchange with your child; or engage the Healthnetwork Foundation and other benefits available to EO families. All you have to do is make the decision to boldly go! EO will take you the rest of the way.

Katty Douraghy (pictured front and center, in white) is the president of Artisan Creative, a creative staffing agency. Fun fact: Under Katty's leadership, EO organized two days of events and socials for 150+ spouses at the 2014 EO Global Leadership Conference. Contact Katty at kattyd@artisancreative.com.



Fawwad Shafi
EO Lahore
Executive Director of
Muhammad Shafi Tanneries
EO member since 2010

Staying ahead of the competition can be tough as an entrepreneur. Staying ahead of fashion trends while beating out competitors is even tougher, but it's something **Fawwad Shafi** knows all too well as the owner of Muhammad Shafi Tanneries, Pakistan's leading leather producer.

1 What's the strangest customer request you've ever received?

FS: The strangest request came from a few customers in Japan; they wanted us to make kangaroo leather shoes!

2 How competitive is your industry, and how are you staying ahead of the competition?

FS: Our industry is very competitive, and we often face rising costs. The only way to stay ahead of the competition is by value addition and providing products at the right time. We are on the forefront of both.

3 In your opinion, what's the secret to high-quality fashion?

FS: I think the most important thing when it comes to high-quality fashion is to customize your products to the customers' needs, while providing high-quality materials at competitive prices.

4 You work with designers and fashion consultants in the United Kingdom, Italy and France. How do you stay updated on the trends?

FS: We have fashion consultants in Paris, France, and London, England, who share information on new trends. We also have talented Pakistani designers who provide the latest designs with a Pakistani touch.

5 What's your favorite item out of your collection?

FS: It's a tie between faux crocodile leather and deer leather.

6 How are you giving back to your community?

FS: We run two charitable trusts in Pakistan. One focuses on providing education and medical services to people throughout our nation, and the other is a trust in memory of my mother. We're building a vocational training institute for women. This is very close to my heart because it means that more women will be financially independent. It's important that we give back to our community so that our country can continue to grow and prosper.

7 What do you like best about being an entrepreneur?

FS: I like that I can make decisions on my own and do what I'm passionate about.

8 What's the biggest challenge you face as an entrepreneur?

FS: Customer engagement is an ongoing challenge, as many clients don't want to visit Pakistan due to their misconceptions about our nation. However, when I do convince them to visit, they are pleasantly surprised and look forward to returning.

9 What are you doing when you're not working?

FS: I'm spending time with my family. Also, I love travelling, so I'm usually on the go if I'm not with them.

10 What's been your favorite part of EO so far?

FS: Meeting and learning from my peers, all of whom face similar situations on a daily basis.

Want to be interviewed for "10 Questions" in the next issue of Octane? Contact us at octane@eonetnetwork.org!



Job-Sharing as a Retention Tool

Akhil Shahani
EO Mumbai

You have a handful of employees you really value but who want to leave—not to take up another job, but to do more with their lives. They like working for you, but are simply unable to find time for other things like family, leisure and personal pursuits, and have therefore decided to choose one over the other. But it need not be that way. By implementing a job-sharing arrangement, both employers and employees can find a simple solution to their problem.

What does a job-sharing setup look like? In a manner of speaking, it's an arrangement that involves splitting one person's job in two, such that another staff member works on it at any given time. It has some obvious advantages, such as giving employers a chance to retain employees who want to work fewer hours; making more than one person proficient at a task, thereby reducing the risk of work disruption should an employee not be available or leave; and improving productivity, as less-stressed employees are happier and perform better. Here are a few more things to consider when establishing a job-sharing model in your business:

Create Clearly Defined Roles

While offering greater efficiency, job-sharing can also bring with it potential problems if not attended to right away. For example, neither person may feel fully responsible for a task if the rules are not laid out properly. You don't want a situation where you don't know who's in charge, or one in which each person blames the other for a mishap. To avoid this, put the individual responsibilities in writing (if the job can be split that way). This will prevent any inadvertent duplication of work. Also, insist on a "handover" routine at the end of each shift, and get the employees to agree to be available on the phone during off-hours, so that you can contact them during an emergency.

Always Stay Transparent

Full-time employees may have difficulty dealing with the schedules of their colleagues who share jobs. In cases where their functions are interdependent, this might create some confusion. This issue can be easily resolved by creating and circulating a weekly schedule, which

highlights the shifts allocated to different people. To build on this transparency, send reminders when necessary, as well as updates whenever there's a change to a role or responsibility. Timely information and planning will take care of most requirements and eliminate potential confusion.

Empower Your People

Job-sharing can really work to the advantage of all parties concerned, provided they are committed to the cause. Make sure you hire equally capable and dedicated people so that one person is not spending time undoing the mistakes of the other. A job-sharing arrangement might cost a bit more, since hourly rates for part-time work are typically higher, so it's important to ensure that the benefits of job-sharing outweigh the costs of higher compensation. The most important thing to remember is to ensure that everyone wants to make the arrangement work, and that they also know how to. Then all you have to do is support the process and watch as both your productivity and employee retention increases.

Akhil Shahani is the director of The Shahani Group and a serial entrepreneur. Fun fact: Akhil created www.SmartEntrepreneur.Net, an entrepreneurial portal dedicated to helping others become better businesspeople. Contact Akhil at akhil@shahanigroup.com.

Eight Corporate Video Mistakes to **Avoid**

Heather Baker

EO UK-London

A carefully planned, creatively filmed and cleverly marketed corporate video can be a real asset to any business. Whether used to explain your product or build thought leadership, a corporate video is an investment that can yield great benefits. However, in my experience, many companies get their entire corporate video strategy wrong. Here are eight mistakes I've seen companies make:

- 1. Calling in quotes from every video agency you can find.** This is a huge waste of time—yours and theirs. Get quotes from three agencies and compare those.
- 2. Getting quotes before setting a budget.** Asking a video agency to quote a project without giving them an indication of the ballpark figure means you'll never be able to compare quotes. Most agencies will curb their creativity to provide the lowest possible price.
- 3. Striking the wrong tone.** Once you know what you need and how best to portray this in your video, you need to strike the right tone with your audience. Don't make it all about you. A video about the history of your company is far less engaging than a video that addresses a prospect's biggest challenge.
- 4. Writing the script yourself.** Saving on script writing by doing it in-house could result in a watered-down corporate script that just doesn't do the visuals justice. Script writing is an art—leave it to the professionals.
- 5. Doing your own voiceover.** This is another corner companies like to cut. But there are plenty of scientific studies that reveal that certain voices (accents, genders and tones) do better with certain audiences. Using the right voice for your audience will make your video more effective.
- 6. Copying the latest viral video.** Be careful of fads. If you insist on parodying a recent video fad or recreating a style you've seen before, you run the risk of "dating" your video. Going down the overly trendy route could land you in hot water down the road.
- 7. Letting your video gather dust.** Make sure you work with a company that can also help you get the finished video in front of the right people. Whether that's through great PR, social media or targeted online advertising, you need to think about getting maximum ROI out of your video.
- 8. Voting on the creatives.** We've seen many video briefs, and those where every person in the company has had their input usually become long, dull flops. To avoid a decision by committee, assign final authority to one person and trust them to make the right decision.

Heather Baker is the founder of TopLine Comms, a B2B digital communications consultancy agency. Fun fact: Heather likes to run marathons in her spare time. Contact Heather at heatherb@toplinecomms.com.

How do *you* effectively manage the stress of entrepreneurship?

"After two startup failures, we built a successful template that we went on to use in all of our future ventures. Our stress-relief template includes quiet rooms for staff to relax and recharge, flexible hours, unlimited vacation and a no-internal-email policy between 6 p.m. and 7 a.m."

-Bill Faeth, EO Nashville
CEO of Inbound Marketing Agents

"The best way that I've found to effectively manage the stress is to share it. As a first step, hiring amazing people and empowering them to take ownership of goals is a great mechanism. However, at the end of the day, I know it comes down to me."

-Pavel Sokolovsky, EO Chicago
President of Ecomfort Holdings, Inc.

"One great way I've learned to manage stress is by leveraging an informal board of advisors. Having a confidential place where I can share challenges and get advice on things I never had to do myself is just fabulous!"

-Cheryl Biron, EO New Jersey
President and CEO of One Horn Transportation

"A great entrepreneur once said, 'Being an entrepreneur is like jumping off a cliff and building your parachute on the way down.' Uncertainty and failure will be a constant part of the job description. Luckily, my experience has taught me that the best way to deal with the stress is to make sure you combine your passion with your work."

-Philippe Willi, EO Switzerland – Zürich
Co-founder of TrekkSoft.com

BUILDING A “Best Place to WORK”

Tom Salonek
EO Minnesota

An engaged approach to human resources makes all the difference to your bottom line and work environment. As the founder and CEO of Intertech, a software development and training firm—and 10-time winner of *The Business Journal's* “Best Places to Work” award—I know a thing or two about creating and sustaining a high-performance culture. Here are a few of the strategies we’ve adopted to cultivate a work environment that’s built to thrive:

Hire with Meticulous Care

Creating a “best place to work” company culture begins with hiring. We require all serious job candidates to take the extensive TriMetrix Assessments. Although the tests cost us US\$500 per candidate, the results give us a much clearer picture of how the prospective employee thinks, makes decisions and approaches work challenges. Most importantly, it helps us understand whether a candidate’s personality will fit with our collaborative approach. It’s no surprise that one of our biggest challenges is hiring, because we bring on only one in 20 candidates.

Empower Your People at All Costs

In my experience, traditional micromanagement methods treat employees as immature children and kill creativity. If issues arise in the company, I make it a point to empower those closest to the problem to resolve it within given parameters. For example, if the infrastructure to support our remote salespeople is a problem, I’ll tell the relevant people to make the changes they think are appropriate. If it costs, say, less than US\$5,000, they can handle it directly. We also implement a flexible work-from-home policy and sabbaticals. And employees get a “FedEx” day every year—24 hours to work on whatever they choose, with whomever they choose. The result of this organic collaboration has been a new website, formalized cross-selling between our two divisions and improvements in our hiring process.

Create a Sense of Ownership

Creating ownership among the ranks requires execution, not just empty talk. We do it by offering benefits like equity participation, bonuses tied to performance, paid overtime and annual dividend payments on equity shares (even though we are a privately held company). Also, senior employees get options on phantom stock.



These benefits allow everyone to share in the rewards when we do well. It also means that everyone—including the management team—has a personal stake in the success of the company, especially me. Everyone at my firm knows that I take a commensurate compensation hit if Intertech fails to meet its annual targets, as 40% of my compensation is based on pre-tax net profit. If we have a great year, the firm can afford to pay me more. If we have tougher years, like the last recession, my pay is dramatically less. This transparency helps drive ownership company wide.

Tell the Truth about Performance

When it comes to crafting a remarkable workplace, you can’t be shy about your performance. We share our financial information with our staff every month, and host an annual “town hall” where employees tell us what they need to excel in their roles. To encourage candor, these sessions are held without any senior managers present. Many employee-generated ideas from these town halls have been incorporated over the years, including a mobile website version of our time-entry system to allow consultants to enter time on their phones. When we can’t use the recommendations offered, we make it a point of letting our employees know why. And instead of performance reviews, which I think are focused on the unchangeable past, and therefore, a waste of time, each employee has three to five forward-looking goals with clear, measureable performance standards.

In the 23 years Intertech has been in business, we’ve received more than a dozen awards for being a great place to work. Our continued growth and success is only possible because of an open work environment, culture of engagement and employees who care deeply about how the company performs. I can count on one hand the number of employees who left us feeling disgruntled or thinking that they could find a better job elsewhere. Beyond all of the awards, that’s what makes me the proudest.

Tom Salonek (pictured) is CEO of Intertech, a software development and training firm. Fun fact: Tom recently wrote an illustrated children’s book on manners, called “Team SuperManners.” Contact Tom at tsalonek@intertech.com.



Business Growth through Engagement

Fernando Gonzalez
EO Colombia

It was 2007, and my marketing and outsourcing firm, Solutions Group, was about to go bankrupt. I was facing a tremendous amount of pressure from my partner, not to mention personal, family and health-related problems, on account of all the stress. We had debts all over town, owing banks and third parties close to US\$1 million. Added to the pressure were the 120 employees that relied on us for their livelihoods, dreams that would be dashed if we didn't recover. We were in shock, to say the least.

We needed to act—and fast. We opened up to our banks and suppliers about our circumstances, as well as our loyal employees. We were confronted with a mountain of a management issue, and with our backs against the wall, decided to let 50 people go in a single day so that we could get a little financial relief. While exploring new ways to sustain our company, we kept analyzing project after project, hoping to find a permanent solution for our financial woes. Around this time, we won a bid for a big design project in Latin America, which required us to travel to various countries ... with a mere US\$20,000 in our name to cover our obligations.

Appealing to the competencies that we EOers have for risk management, frustration tolerance, resilience and change management, we decided to invest the few dollars we had left and begin the project. Thanks to this investment, we wound up meeting elite industry colleagues from around the world and participated in a trade fair to generate new ideas. We also entered several of our projects in a design contest in Chicago, Illinois, USA, and ended up winning seven awards (a record in our industry), making us one of the most awarded companies in Latin America. And yet ... we still needed a new business direction if we wanted to stay afloat. Enter Juan Salamanca.

It's amazing what can happen when you ask for help. A chance encounter with a friend of a friend in Chicago opened

the door to a whole new world. Juan is an industrial designer with a master's in design management and a Ph.D. in design philosophy. When we met, Juan was wrapping up his thesis paper on innovation through design, a holistic approach to innovation that allows for new perspectives without generating preconceptions, creating a more inclusive world. Juan taught us that design is invaluable when it comes to the success of a project, and that innovation in large part is based on this discipline. With Juan's guidance, we explored design-driven innovation, establishing bonds with interest groups from the Colombian and Dutch governments, as well as designers and associations that excelled in this field. As a result, we developed benchmarks for a new business model and the construction of a new production facility ... two things that ultimately saved our business.

Today, Solutions Group has one of the largest and most modern design facilities in the region, as well as the support of a solid point-of-purchase design process that companies like Coca-Cola and Procter & Gamble recognize. What's more, we have a new innovation model based solely on design, which has generated new business and transformed the culture of our company. We are now considered a successful business case for the Colombian government and a reference that shows how innovation based on design can become a public policy that supports business development in the region.

Looking back, innovation through a holistic process not only saved our business, it took it to another level. None of this would have been possible without the fortuitous development of a new friendship. By being open to guidance, I was able to change the course of my business, my family and my life. I have God and Juan Salamanca to thank for that.

Fernando Gonzalez (pictured, with his children) is the chief innovation officer of Solutions Group SA, a design and production company for the point-of-purchase advertising industry. Fun fact: Fernando is passionate about learning new business theories. Contact Fernando at f_gonzalez@solutions.com.co.

EO Partner Presents:

CLEARING THE PATH TO PURCHASE



Many businesses contend with tire-kicking shoppers who don't commit to buy, but few companies wrestle with indecisive shoppers more than e-commerce businesses. According to a Forrester Research survey, the average rate of online shopping cart abandonment reported in 2009 was 51%, while others have estimated it as high as 70%. Virtual shopping cart abandonment has pained online retailers since the dawn of on-line shopping. Initially, shoppers blamed complicated checkout processes or a lack of technical knowledge for their departure, but only about 10% of respondents cited these issues as purchase busters in the Forrester survey.

Today, high shipping costs are often to blame. In fact, it's cited as the biggest culprit in the survey: 44% of the nearly 3,000 respondents reported abandoning their shopping carts for this reason. "Not ready to purchase" was the next reason listed (41%), followed by a desire to comparison shop (27%) and the price being too high (25%). With more consumers comparing prices and migrating across myriad purchasing channels today than ever before, elevated cart abandonment rates are likely here to stay. Here are seven steps you can take to motivate your consumers to complete their online purchases:

1. **Make shipping rates known early in the process, and consider discounts.** Six out of 10 online shoppers indicate that shipping costs of up to 10% of the transaction value is reasonable. Not every retailer can afford a free shipping policy, but there should be room to play with shipping offers that are dependent on coupon codes or minimum orders. Whether you offer discount shipping or not, be sure the cost is clearly visible early and often to avoid surprises. In the Forrester survey, 22% of cart abandoners stated that shipping-and-handling costs appeared too late in the checkout process.
2. **Make the purchasing process easy.** While site registration supplies valuable customer data, it's also a painful source of lost sales (as much as US\$20 million, according to Forrester). Online shopping consultants recommend retailers allow non-registered customers to check out as guests. Afterward, you can offer incentives such as coupons and promotions to entice those customers to register.

3. **Reassure shoppers that their security is a top priority.** In a 2009 survey by PayPal and ComScore, 21% of respondents cited security concerns as a reason for abandoning a virtual shopping cart. Anne Holland, founder of the research firm, MarketingSherpa, LLC, recommends posting reassuring security icons throughout e-commerce websites. Be sure to include privacy and security reassurances next to any fields asking for personal data. "It's stunningly easy to do, yet it drives me nuts to see how many merchants still completely ignore it," says Anne.
4. **Create trust.** Communicate your online store's trustworthiness. Make your customers feel safe by clearly stating return policies and providing several ways they can reach you, including a phone number, email and postal address.
5. **Provide alternative payment options.** Many shoppers prefer to use PayPal, Google Checkout or similar systems so that they can complete online transactions without entering their data for each purchase. According to Forrester, 75% of online purchasers have an alternative payment account.
6. **Ask abandoners why they didn't buy.** Some online merchants use exit pop-up surveys for anyone who abandons a cart. But because security software frequently blocks pop-ups, you might have better luck sending a follow-up email. When you notify customers that their carts are waiting if they want to return to your site, you can invite them to explain why they didn't complete their purchase.
7. **Encourage customer reviews by offering discounts.** You can encourage online shoppers to share their thoughts—which might encourage others to buy—by following up purchases with personal emails highlighting discounts or adding a link to your e-newsletters. After all, satisfied customers are your most powerful marketing tool.

EO's alliance with FedEx provides EO members in the U.S., Canada and Mexico with valuable discounts on shipping services. For more information, visit www.eopartners.org or contact benefits@eonetnetwork.org. For more articles like this one, visit the FedEx Small Business Center at www.fedex.com/smallbusiness.

The “EO Bucket Wish” Experience

Jonathan Slain
EO Cleveland

I’ve always heard that EO can help you excel *beyond* just business, and during our chapter’s “All-Member Meeting” in July, I discovered that to be true. Our Learning Chair, Jason Fordu, introduced a new idea called the “EO Bucket Wish,” wherein one lucky member was given a chance to cross an item off of his or her bucket list via a drawing. I won! My wife, Katherine, and I had recently completed our bucket list, which included drive a Lamborghini (too easy), write a book (too hard), go on an African safari (too far), scuba dive with sharks (too scary) and catch lobsters in the ocean (just right). I eventually settled on “the lobster thing.” Unfortunately, we couldn’t get a lobster-fishing license, so we decided that scuba-diving with sharks would have to be a suitable substitute.

The adventure certainly lived up to our expectations! As we descended on our first guided dive at a site called “Treasure Wreck,” we found a family of Caribbean Reef sharks waiting below. After we grew used to our new finned friends, we did a second dive at “Shark Arena.” On this dive, the guide waited for us to get to the ocean floor, and then followed us with a box of bait—think raw fish heads—to feed the sharks. Katherine and



I sat 50 feet below the surface while two dozen sharks materialized out of nowhere to wait (very impatiently) for a free meal. There’s more to our adventure I’d love to share, but I’ll be remiss if I didn’t point out that we never would have traveled so far from home were it not for the “EO Bucket Wish” opportunity.

Admittedly, Katherine and I had both resigned ourselves to working hard at our careers and raising our young girls this year, with no plans to travel abroad. This trip couldn’t have come at a better time in our lives. We had gotten into the bad habit of planning to cross items off of our bucket list later in life, when the time would be “right.” We assured ourselves that we would do these things when we have more money, more free time, when our girls are older, and so on. Thanks to EO and this trip, we were reminded how important it is to live in the present. Since returning from this journey, we’ve resolved to no longer make excuses. We’re going to cross stuff off of our bucket list every year, no matter what! As we recently discovered, all you need is plenty of support, planning and the will to make it happen.

New Chapter Launches in APAC Region—EO Dalian!



In support of its China 300 initiative, which is driven by membership growth throughout China, EO launched EO Dalian on 30 June. Leading up to the chapter’s launch, a highly successful pre-launch event was held on 27 May, which saw 40 prospective members in attendance, 12 of whom signed up for an EO membership on the spot. Congratulations to the China 300 task force, APAC members, EO Malaysia’s Soong Wing Hong and chapter launch champion, George Feng, for realizing this chapter and making a mark! Welcome to #EONATION, EO Dalian!

NEW MEMBER SPOTLIGHT



Paul Jason

EO Cape Town

Founder of Jason Bros. Trading

Joined EO in June 2014

What kind of value are you hoping to receive from EO?

"I'm really interested in meeting like-minded people who are working in South Africa and abroad. I look forward to sharing ideas, learning from people who are facing similar challenges but using different approaches, and making friends."

What would people be surprised to learn about your industry?

"Retail is an extremely complex and dynamic industry. Current economic pressures are amplifying the existing challenges felt in our business, mainly those of rampant expenses and tighter margins. South Africa has an extremely well-traded food retail industry, with our big players respected globally."

What do you like most about entrepreneurship? The least?

"I once read that 'being an entrepreneur means living a few years of your life like nobody wants to, so that you can live the rest of your life like nobody can.' This

sums up why I'm an entrepreneur. The thing I like the least is the constant pressure and inability to close your laptop on a Friday afternoon. I am always 'on call,' so to speak."

What do you want your legacy in business to be?

"That I inspired those around me, and that I identified talent and ensured those people had the opportunity to be the best they could be."

What do you want to say to your new network of EO peers?

"I look forward to meeting you all and hearing your amazing stories of success!"

Welcome Paul to #EONATION—
contact him at paul@jasonprop.co.za

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



"MyEO is the perfect way to check crazy items off my bucket list! The program brings together likeminded members from around the globe to leap, dive, drive and thrive. Only in EO could it happen where 16 members walked along the edge of the 1,815-foot-high CN Tower, the tallest free-standing structure in the Western Hemisphere! It was a breathtaking journey I shared with EOers, all of whom will play a permanent role in my life as fellow 'EO eagles.' Where will you soar?"

-John Radostits
EO Edmonton

MyEO Event Participant – The Edge Walk



Scan the QR code to watch this MyEO event! Learn more at myeo.eonetwork.org.



EO Switzerland – Zürich Member Publishes First Book

Guy Spier, an EO Switzerland – Zürich member and managing partner of Aquamarine Capital, has published his first book, titled “The Education of a Value Investor.” The business book was recently highlighted in *The Wall Street Journal* for sharing valuable investing lessons on what it takes to go from novice to master investor.



EO U.A.E. Member Company Honored for Performance

EO U.A.E. member Hassan Al-Hazeem’s company, Intercoil International, was recently honored with the prestigious Mohammed Bin Rashid Al Maktoum Business Award for exceptional business performance. A top U.A.E.-based manufacturer, Intercoil’s mission is to represent, and raise awareness of, the superior manufacturing capability of the U.A.E.

EO Albany Member Profiled on Investigative Television

Mario Pecoraro, Chapter President of EO Albany and president and CEO of Alliance Worldwide Investigative Group, was recently profiled in an ABC “20/20 News” segment, titled “To Catch a Fake: Websites Fake Credentials to Help People Get Hired.” Alliance Worldwide Investigative Group is an expert in pre- and post-employment screenings and insurance fraud surveillance investigations.



EO San Diego Member Gives Back to Community

Daniel Passov, an EO San Diego member and president of Greek U, Inc., recently gave back to his community by creating “Isla Vista Strong” t-shirts, which raised money for the Santa Barbara Foundation’s Victims of Isla Vista Fund. Greek U, Inc. has sold more than 450 t-shirts to date, and is donating 100% of their profits to the cause.

New Delhi School Earns Prestigious Certification

EO New Delhi member Prashant Jain’s venture, Pathways School Gurgaon, was recently recognized as the “Highest-Rated Green Educational Building” in the world by the United States Green Building Council (USGBC). The USGBC certified Pathways as the first school serving grades K-12 in the world to achieve “LEED-EB Platinum” status.



EO Nashville Member Interviewed by Local Newspaper

EO Nashville member and principal of Inner Design Studio, Rebecca Donner, was recently interviewed by *The Nashville Post* for their “Healthier Issue.” In the interview, Rebecca discussed the challenges of designing interior spaces for healthcare facilities.

GLOBAL LEARNING CALENDAR

OCTOBER 2014



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

NOVEMBER 2014



2-5 | EO LEADERSHIP ACADEMY
Washington, D.C., USA



20 | EO24
Virtual
24 hours of learning at your fingertips

DECEMBER 2014



8-13 | EO BHUTAN GLOBAL EXPLORATION
Thimphu, Bhutan
Register now!

MARCH 2015



15-18 | EO/LONDON BUSINESS SCHOOL GROWTH FORUM
London, United Kingdom
Register now!

MAY 2015



3-5 | EO GLOBAL LEADERSHIP CONFERENCE
San Diego, California, USA
Invite-only!

JUNE 2015



3-7 | EO NEW YORK GLOBAL UNIVERSITY
New York, New York, USA
Registration launches in November 2014

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

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- » **EO Thrive** – Cleveland, Ohio, USA; 1-3 October 2014
- » **LACademy** – Guadalajara, Mexico; 5-8 February 2015
- » **RIE 2015** – Nepal; 20-21 February 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.



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