

THE "LEAN" SERIES

What does it mean to be "lean?" Doing more with less and operating more efficiently. The "lean manufacturing" movement that began at Toyota in the 1980s has taken on new life. Originally focused on large-scale production and operations, today the term is applied more broadly. The Enterprise Center is pleased to offer two workshops that demonstrate the value of lean thinking to small business owners.

LEAN OFFICE: ELIMINATING NON-PRODUCTIVE OFFICE TASKS

Tuesday, May 15, 8:30 to 10:30 AM

Are you or your employees performing activities or processes that don't really make sense? Spending time on things that have nothing to do with the job description or with serving customers? Get the low down on identifying wasteful activities. Learn some simple yet powerful countermeasures you can use to do away with the interruptions, duplication and other activities that are cluttering your road to success. **FREE**

EASIER, BETTER, FASTER, CHEAPER: THE POWER OF LEAN MANUFACTURING

Thursday, June 7, 8:30 to 10:30 AM

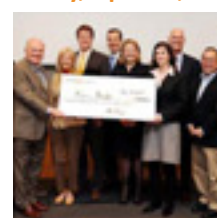
Small companies as well as large worry about how to do more without adding cost and complexity. The concept of continuous improvement, also known as "lean," can work in any size operation. Enhance quality, reduce costs, decrease delivery cycles and delight customers—all at the same time—with a lean strategy that can bring competitive advantage while keeping you focused on what customers will pay for. Both of these sessions will be presented by Pat Wardwell, COO, Greater Boston Manufacturing Partnership. Her background includes Lean Gold Certification, Shingo Prize Examiner, AME Excellence Award Examiner, Member AME and SME. Both are co-sponsored by the MA Small Business Development Center. **FREE**

128 VENTURE NORTH BREAKFAST SERIES

Breakfast meetings for investors and entrepreneurs
Entrepreneurs and management candidates **\$25**
Investors and service providers **\$35**

HOW MUCH MONEY IS TOO MUCH... OR TOO LITTLE?

Friday, April 27, 7:30 to 10:00 AM



Companies seeking funding from VCs or angel investors need to have a good sense of how much money they're looking for...and the repercussions of asking for too much or too little. In this workshop, investors will talk about how to figure out the appropriate amount to ask for, how to make the "ask," what

kinds of materials to present, and the upsides and downsides of asking for too much... or too little.

Panelists: Eben Moulton, Managing Partner, Seacoast Capital; Richard Noyes, Beacon Angels Other panelists to be announced and posted at www.enterprisectr.org

LOSING CONTROL: THE OTHER COST OF CAPITAL

Tuesday, June 26, 7:30 to 10:00 AM

You've led your company successfully through its early stages of growth. Now you're facing an even bigger challenge: raising enough capital to scale your operations without losing control of the company. Does giving up a controlling interest in a company automatically mean you'll be sidelined. What red flags do investors consider in replacing a founder? How do entrepreneurs build strong relationships with new investor/owners? How can you tell when it's time to hang it up (at least with this company)?

Panelists: Richard Harris, Launch Pad Venture Group
Nick Pappas, Vice President, Massachusetts Technology Development Corporation



THE BUSINESS OF... SERIES

Our popular "Business of..." series provides an opportunity to explore different fields and today's "new" industries. These are areas that are attracting entrepreneurs, and somewhere in the mix there just might be a business that will become tomorrow's Google. The Enterprise Center invites you to come learn more about these opportunities.

THE BUSINESS OF CONSULTING

Tuesday, April 3, 8:30 to 10:30 AM

What does it mean to be a consultant? What work do you do, and what kinds of skills do you need? Who hires consultants? When and why? How do you price your services? If you have questions about consulting, here's your chance to listen to seasoned practitioners talk about the pros and cons of this business, what it takes to get started and to succeed. Come get a better idea of whether consulting is in your future.

Speakers: Ruth Gerath, Founder & Consultant, Consultants Business Academy. Raichard Langevin, President & Consultant, Langevin Management Advisors. Jeff Bard, President, Bard Integrated Marketing. Co-sponsored by the MA Small Business Development Center. **FREE**

THE BUSINESS OF THE ARTS—

A collaboration of The Enterprise Center and Montserrat College of Art

SUCCESSFUL ENTREPRENEURSHIP FOR ARTISTS

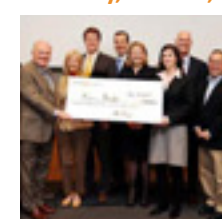
Wednesday, April 11, 8:30 to 10:30 AM

Going into business for yourself is challenging, especially for young artists. This workshop will offer helpful advice on how to get started and some important factors to consider. Discussion will cover strategies for maintaining a successful venture for the long haul, plus effective low-budget methods of marketing and branding. Get insights, tips and tools specifically for artist entrepreneurs.

Speaker: Andy Bablo, Editor in Chief, Steez Magazine. Co-sponsored by the MA Small Business Development Center. **FREE**

AN INSIDER'S GUIDE TO GRANTS FOR VISUAL ARTISTS

Thursday, June 14, 8:30 to 10:30 AM



Learn more about the seemingly mysterious and definitely important world of grants. How do you find them? Apply for them? Find out here, as we discuss different types of funding, best practices, the jury process, crowd source funding and other grant-related topics. Speakers: Kelly Bennett and Dan Blask, Massachusetts

Cultural Council. **FREE**

STAY TUNED THIS SUMMER FOR...

- Announcement of openings in our CEO groups. Recruitment begins in the summer; groups begin in the fall.
- Early notice on the next Million Dollar Women Symposium.
- Openings for the third annual Ramp Up to Success, a comprehensive.
- More on YENS...Young Entrepreneurs of the North Shore.

SPRING SUMMER 2012

New Small Business Programs

QUICK LOOK

- Business of Consulting
- Business Manners
- Entrepreneurship for Artists
- Grants for Artists
- How to Interview
- Leadership
- Legal Issues
- Mobile Marketing
- Negotiating Skills
- Online Surveys
- Pricing
- Attracting Prosperity
- Retirement Plan Options
- Sales and Marketing
- Two Venture North Breakfasts
- Writing for Business

NON-PROFITS

- Succession Planning
- The People Factor

NON-PROFITS

- North Of Boston Business Plan Competition Finale
- New "Lean" Series
- New Young Entrepreneurs initiative

Unless otherwise stated, all events are held at the Enterprise Campus of Salem State University, 121 Loring Avenue, Salem, MA 01970



WHO ARE WE?

We are business owners with the knowledge and skills to start their business, grow, and succeed.

NORTH OF BOSTON BUSINESS PLAN COMPETITION FINALE

Monday, April 9, 3:00 to 6:00 PM

Recital Hall, Bertolon School of Business
Salem State University



Join us to see the best emerging companies of the region! Now in its eighth year, the 2012 North of Boston Business Plan Competition concludes when the three finalists present their business plans before our expert panel of judges, investors and guests. Meet the competitors, judges and investors, and network with other companies. **Call 978-542-7528 or email rgannon@enterprisectr.org for more information.**

APRIL

THE BUSINESS OF CONSULTING

Tuesday, April 3, 8:30 to 10:30 AM

Full text description given on back cover. **Free**

LEADERSHIP: FOCUS ON DEVELOPING TALENT

Thursday, April 5, 8:30 to 10:30 AM

The newest extreme sport? Leadership. Have you ever thought about how to maximize employee talent development and management? Talent doesn't just happen; leaders need to create active awareness of how they can better understand and address employees' needs, achievements and developmental gaps. Doing so translates into more productive and satisfied employees and a pipeline of leadership talent and accelerated results for your company.

Speaker: Deirdre Sartorelli, President, Rogue Wave Advisors. Co-sponsored by the MA Small Business Development Center. **\$10**

Connect with us!



APRIL

NEGOTIATING SKILLS FOR SUCCESS

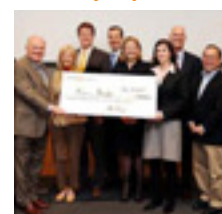
Thursday, April 12, 8:30 to 10:30 AM

In business and in life, being a good negotiator can pay big dividends. This brief introduction to the core factors in all kinds of negotiation addresses how to prepare, understand what's really being negotiated, and develop the confidence to negotiate...even when the power imbalance seems overwhelming.

Speaker: Steve Cohen, President, The Negotiation Skills Company
Co-sponsored by the MA Small Business Development Center **FREE**

RETIREMENT PLAN SECRETS FOR SMALL BUSINESS OWNERS

Tuesday, April 24, 8:30 to 10:30 AM



There's more to retirement than a SEP, SIMPLE IRA, ROTH, or IRA. Instituting a retirement plan can be a great way to save money for your own retirement, offer a benefit to your employees and give your business a way to save on taxes. Explore options available to a small

business owner and learn the pros and cons of each, including the Solo 401k and the Defined Benefit Plan, both of which have much higher contribution limits.

Speaker: Greg Stevens, Certified Financial Planner™, Chartered Retirement Plan SpecialistSM, Cabot Money Management Co-sponsored by the MA Small Business Development Center **FREE**

PRICING YOUR PRODUCTS AND SERVICES

Thursday, April 26, 8:30 to 10:30 AM

Learn about pricing concepts, the role of pricing in a company's strategy and an easy four-step process to determine pricing for your services or products on the basis of costs, customer goals, trends and competition.

Speaker: Jane Johnson, CPA, CMA, Certified Business Exit Consultant, Partner B2B CFO, Inc. Sponsored by the MA Small Business Development Center **FREE**

MAY

ONLINE SURVEYS: EASY, CHEAP AND INCREDIBLY USEFUL

Tuesday, May 1, 8:30 to 10:30 AM

On-line surveys and other data-gathering tools can help you understand what your customers like, want and need. This workshop will review what companies are doing and why, the kinds of information that can be collected and how this data can help you grow your business.

Speaker: Anne Danehy, President, Strategic Opinion Research Co-sponsored by the MA Small Business Development Center **FREE**

BUSINESS WRITING THAT OPENS DOORS

Thursday, May 3, 8:30 to 10:30 AM

Be clear, get to the point, banish meaningless buzzwords, and provide the key details that convey your expertise, credibility and professionalism. Easier said than done. This hands-on workshop will provide practical tips and techniques for writing effectively, from emails to marketing materials, web content, blog posts or memos. Bring a short piece of business-related writing and learn a process for improving it on the spot.

Speaker: Kate Victory Hannisian, Owner, Blue Pencil Consulting Co-sponsored by the MA Small Business Development Center **FREE**

HOW TO INTERVIEW: THE BETTER YOU ARE, THE BETTER YOUR NEW HIRE

Thursday, May 10, 8:30 to 10:30 AM

Hiring an employee is one of the most important decisions leaders and managers make...yet most people learn to interview by trial and error. This workshop changes that, showing you how to find the most competent applicant for a job. Starting with preparation, conducting multiple interviews, and evaluating candidates are all part of competence-based interviews. EEO/AA considerations are also included.

Speaker: Jeff Berman, Consultant and Author of Competence-Based Employment Interviewing Co-sponsored by the MA Small Business Development Center **\$10**



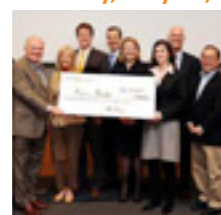
LEAN OFFICE: ELIMINATING NON-PRODUCTIVE OFFICE TASKS

Tuesday, May 15, 8:30 to 10:30 AM

See page 4 for details. **FREE**

BUSINESS LEGAL ISSUES

Thursday, May 17, 8:30 to 10:30 AM



Ensure the smooth flow of your business by selecting the appropriate legal structure, obtaining permits and licenses, and protecting business assets. Although formal legal advice cannot be offered, this workshop will provide guidelines for your venture. Speaker: Bill Norman,

Esq., LeClairRyan. Sponsored by the MA Small Business Development Center. **FREE**

MANNERS MATTER: THE POWER OF PROFESSIONAL PROTOCOL

Tuesday, May 22, 8:30 to 10:30 AM

Your behavior can have an impact on your bottom line. Business is based upon establishing and maintaining relationships. What are you communicating through your attire, body language and interactions? What do your communication techniques—in person, in writing and online—say about you? This program focuses on social skills to persuade clients, impress others and win over your co-workers.

Speaker: Jodi Smith, President, Mannersmith. Co-sponsored by the MA Small Business Development Center. **FREE**

Focus on Non-Profits SUCCESSION PLANNING: EXECUTIVE STAFF & BOARD

Thursday, May 31, 8:30 to 10:30 AM

Change happens, and you can plan for it to be successful, for both your staff and your board. This highly interactive workshop focuses preparing for changes in leadership and making it work for your organization. We'll cover lots of bases, from understanding vision, strategy, and core values to identifying what to look for in new candidates and establishing a selection and on-boarding process for new leaders.

Speaker: David Kourtz, Consultant, Executive Service Corps (ESC). **FREE**

JUNE

WHERE, Groupon AND OTHER ON-LINE BUYING OPPORTUNITIES

Tuesday, June 5, 8:30 to 10:30 AM

Group buying opportunities abound and can be a great marketing tool for your business. But they can also be a devastating mistake. This workshop covers the pros and cons of group buying and how to negotiate a deal that works for your particular business and needs.

Speaker: Arik Keller, Sr, Director of Product, Merchant Services, WHERE, Inc. Co-sponsored by the MA Small Business Development Center. **FREE**

THE ART & SCIENCE OF SALES AND MARKETING

Tuesday, June 12, 8:30 to 10:30 AM

Innovative and practical approaches to sales will quickly improve your company's bottom line. Learn about cold calling, closing sales, getting that first appointment, making presentations and developing positive long-term relationships with customers.

Speaker: Jay Wallus, President, JayWallus.com. Sponsored by the MA Small Business Development Center. **FREE**

THE BUSINESS OF THE ARTS... AN INSIDER'S GUIDE TO GRANTS FOR ARTISTS

Thursday, June 14, 8:30 to 10:30 AM

See "The 'Lean' Series" for details. **FREE**

MOBILE MARKETING 2012

Thursday, June 21, 8:30 to 10:30 AM

Your customers are increasingly interacting with the web and their peers using smart phones, iPads and other mobile devices. How can you leverage this to drive traffic to your business, increase word of mouth marketing, and influence customer behavior? Together we will determine how your business can benefit from mobile marketing.

Speaker: Keith Griffis, Consultant, Simple Media Marketing. Co-sponsored by the MA Small Business Development Center. **FREE**

LOSING CONTROL: THE OTHER COST OF CAPITAL

Tuesday, June 26, 7:30 to 10:00 AM

See back cover for details.

JULY

CREATING PROSPERITY FOR YOURSELF

Thursday, July 12, 8:30 to 10:30 AM



Come hear how you can create your own path to prosperity from someone who has done just that. Learn how to create an action plan that can inspire you to move towards a richer and fuller life. Using personal anecdotes and a dynamic model, we'll dig into areas of

courage, determination, healing and clarity, with humor and grace. It's summer and a great time for high spirits and a new determination to create a great future.

Speaker: Kate McKay, President, Gold Siena. **FREE**

Focus on Non-Profits VOLUNTEERS TO DONORS: MAXIMIZING TIME AND DOLLARS

Thursday, July 19, 8:30 to 10:30 AM

Your organization depends on people to give both time and money. This workshop will focus on how to increase their support. What motivates them? What's the connection between them? How can you engage them more fully? Share your experiences and learn how to work collaboratively with individual supporters to create meaningful and engaging opportunities to contribute.

Speaker: Theresa Hamacher, Consultant, Executive Service Corps; President, National Investment Company Service Association (NICSA). **FREE**

Sponsored by North Shore Bank:



AUGUST

YOUNG ENTREPRENEURS SPEAK OUT!

Tuesday, August 14, 5:30 to 7:30 PM

Meet YENS, Young Entrepreneurs on the North Shore! Come meet the business leaders of the future. Hear our panel of under-40s share how they became entrepreneurs and what they have learned from running their own businesses, from greatest obstacles to biggest successes. Then stay and network. Stay tuned for more details about this new Enterprise Center initiative. Sponsored by Eastern Bank Charitable Foundation. **\$10**

Sponsored by Eastern Bank Charitable Foundation:

