

## 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 lowdown 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, President, Bartlett Associats LLC and Beacon Angels.

### 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**

### 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
- Ramp Up to Success, a comprehensive program for \$1 million+ companies experiencing solid growth
- More on YENS...Young Entrepreneurs of the North Shore

### 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**



**Speakers: Kelly Bennett and Dan Blask, Massachusetts Cultural Council.** **FREE**

## SPRING SUMMER 2012

New Small Business Programs



### WHO ARE WE?

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

## 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

### PLUS

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

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

## 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; plus it generates 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 Specialist™, 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**

Sponsored by North Shore Bank:



**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 on 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**

Sponsored by North Shore Bank:



**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**

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

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

See page 5 for details. **\$10**

**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 back cover 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 page 5 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 (NICS). 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. **\$10**

Sponsored by Eastern Bank Charitable Foundation:



**ABOUT THE ENTERPRISE CENTER**

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

Questions? Comments? Email us or call us with your ideas [rgannon@enterprisectr.org](mailto:rgannon@enterprisectr.org) or 978.542.7576

Sign up for our newsletter at [www.enterprisectr.org](http://www.enterprisectr.org)