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Bibliography

Section I

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Developments Newsletter with Survey

Section II

DEVELOPMENTS

The Monthly Bulletin of the Women's Business Development Corporation • February 1997

Okay, you've decided to sell your business, or perhaps you're ready to plunge into buying a business. Are you going to tough it out alone, taking each step of this unfamiliar process as a novice, or are you going to seek the help and advice of others?

According to the International Business Brokers Association, Maine has six business brokerages that spend 100 percent of their time helping people find the right business to buy or sellers find the right buyer. But, as Portland-based business broker Glen Cooper points out, if you include the real estate companies that also sell businesses, there are about 22 business brokerage firms in the state.

BUYING & SELLING a BUSINESS

Before diving into buying or selling a business, be aware that there are methods and formulas that make life easier when it comes to striking a deal. There are workshops and books specifically devoted to the process, and plenty of business people are willing to tell their own war stories.

Inside WBDC Business

SURVEY

Please help us help you increase your own business income. Let us know your thoughts by filling out and returning the enclosed survey!

What Buyers Should Ask Sellers

BY GLEN COOPER, CBA

There are seven essential questions—actually, categories of questions—that buyers must ask sellers before buying a business. They represent information that buyers, as well as sellers, must have.

What's the Company's Story?

Before buyers look at the sales and earnings of a business, they need to let the seller tell them the

company story. When and why was it started? What is special about it? Why does the seller wish to sell?

The answers to these questions will tell a story into which the buyers must fit themselves. If they can't picture themselves owning the business, they shouldn't buy it.

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Thank You WBDC Donors

WBDC thanks those who contributed to its annual campaign drive during the last quarter of 1996. We truly appreciate your thoughtfulness and efforts to help strengthen the role of women in business!

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Thank You, WBDC Volunteers

This month, WBDC thanks its Loan Fund Committee members who meet monthly in Augusta to decide which applicants merit Business Growth Fund loans, made available from Key Bank and administered by WBDC.

Committee members include Susan Giguere, Healthcare Temps and WBDC board member; Mary Ellen Johnston, Maine Department of Economic and Community Development and board chair; Andy LaCasse, Key Bank of Maine in Augusta; Stephanie Lilly, Lewiston-Auburn Economic Growth Council; and Lou Chamberland, WBDC executive director.

Apology: In the December issue of *Developments* we congratulated our Conference Planning Committee but neglected to mention Pat Knowles, Small Business Administration, Augusta. Pat, we appreciate your input and attendance at meetings and would like to thank you for helping to plan events for our membership and the public.

HELP WANTED

Persons committed to grassroots economic and community development who are available evenings, have good community contacts, some business experience, and can train and support small groups of business people to establish peer-lending programs. You will be paid for groups formed and trained. Call Mary Denzer at WBDC, 207-442-7911, days; 207-882-7915, evenings and weekends; or e-mail to mdenzer@aol.com.

WBDC Goes to Kenya

... with WWB
(Women's World
Banking)

WBDC Boardmember Pam Lewis; Carolyn Smith, WWB's North American Coordinator; Nancy Barry, WWB President; and Lou Chamberland, WBDC Executive Director.



In November, WBDC Board Chair Pamela Lewis and Executive Director Lou Chamberland hopped a 747 to Kenya to join 44 other affiliates of Women's World Banking (WWB) for its biennial conference. Despite the heat, they immediately got down to business—

Jambo!

BY PAM LEWIS

In November, I was part of history in the making when I joined more than 150 affiliates of Women's World Banking who had gathered in Nairobi, Kenya, for its biennial conference—a brainstorming session—on how to get women out of poverty and into business.

Joining representatives from Bangladesh, the Dominican Republic, Philippines, Russia, Nepal, Europe, and other points worldwide, we discussed methods and plans to enable low-income women to start and sustain businesses, and reviewed the constraints met in each country. Surprisingly, we learned that we shared many similar roadblocks.

Did we find that discouraging? No! In fact, we felt cause for celebration, for we found common solutions to further help women with low income to succeed. How could we fail?

There will be many memories of individuals and events there in Kenya that I will retain forever, but what will always be foremost among them will be the accomplishment of many to arrive at common goals and solutions—to empower ourselves.

Nairobi itself was a mesh of the exotic. I remember especially the city's warmth, the humidity of the climate, and the air made electric by

the excitement of Women's World Banking.

Many of the clients of the Kenya Women's Finance Trust affiliate displayed their goods at the Mayfair Court Hotel, where booths spilled over with saris, beaded bags, silver jewelry, fabrics, sisal bags, and T-shirts. Clients and affiliates shared wonderful meals and the Kenyan air at the Oasis Cafe beside the pool.

During the day, we sat in sessions at the United Nations building, shared eternal bus caravans escorted by police and security guards, and listened to each other talk about starting new businesses and learning how to become self-sufficient. We watched monkeys sit in the windows of the hotel and listened to endless stories about delayed and rerouted planes. We saw goldfish as big as salmon and heard frogs so loud they would drown out any conversation.

On top of that, courteous porters greeted us with "jambo," a Kenya version of "hello"; cooks prepared our eggs any way we wanted; and an average of five waiters made sure our coffee cups were full.

Finally, I carried home with me the image of golden dry grass that surrounded the airport when we arrived. As we took off again, the grass was green and lush, thanks to the advent of the rainy season, which began the day after we arrived.

reviewing WWB goals and discussing how to increase the scale of the worldwide organization in order to help more women.

In existence for nearly 20 years, WWB, an international women's credit and financial organization, has extended loans and support to women around the globe who want to get a business venture up and running. WWB has four affiliates in North America: in Montana, Philadelphia, Cape Breton, and Maine. The majority of affiliates are in third-world countries.

Every two years, WWB convenes at a new location somewhere in the world (two years ago, their conference was in Mexico City; four years ago, in Atlanta) to take its pulse. This year, it focused on strengthening affiliates financially, to make them self-sustaining. The conference also zeroed in on strengthening the ties between affiliates.

As it turns out, the problems faced by women in business around the globe are similar, albeit in a matter of degrees. Women, especially lower-income women, encounter roadblocks when they need financing. They are often not taken seriously enough, and they are usually tied right up trying to balance family responsibilities with earning a living. Sound familiar?

SQUARE DEAL FOR BUYER AND SELLER

On October 14, 1996, papers were signed that handed over ownership of Deep Woods, a Portland-based flooring company, to Michael Reardon. Deep Wood's previous owner, Carol Kelly, had started the company in 1985 with a partner and assumed full ownership in 1992. She decided to sell the thriving business to pursue other interests and hooked up with Mr. Reardon through Maine Business Brokers. Developments talked with Ms. Kelly and Mr. Reardon separately, asking them to share their own personal perspective on the buy-sell process as they currently pass through the change of ownership.

Long-Term Strategy Pays Off

BY JENNIFER HILL

Once she decided to sell her Falmouth flooring business, Deep Woods, Carol Kelly took the kind of practical steps she has always taken in the life of her business—she went to see a broker. Glen Cooper, of Maine Business Brokers Network, suggested a selling price based on his formulas, but she says, "I knew what I had in mind for a price and wouldn't have sold for much less."

You see, business is booming at Deep Woods.

Back in 1985, it was just Ms. Kelly and her partner. The name and showroom location they chose were important, as they both knew they wanted to build a sellable entity. This strategy created a long-term option, in case they decided this was not to be their lifelong work.

They developed a clientele and reputation that grew steadily through the late 1980s, despite a recession that rocked the construction industry.

"We would have made more money out of our garage, but the showroom and retail space gave us the visibility we needed to make a name for our business," says Ms. Kelly.

By 1992, she had bought out her partner and continued to lead the company to record growth.

"What sets Deep Woods apart," she says, "is that we're a retailer as well as a contractor. From day one, we targeted high-end, custom work. We worked to build a reputation of quality, bending over backward to get people what they want."

Carol Kelly was in her early 20s when she left college, where she majored in finance and economics. She had discovered that working in an office was *not* what she wanted to do; what she wanted was to operate her own business.

It was a fluke that helping her friend to sand floors resulted in a business partnership. Always task oriented, she loved seeing the results of her labor in a short period of time. Owning this business was a grand scheme she could fully embrace.

While college courses in finance and economics prepared Ms. Kelly for owning a

Get Ready, Get Set, Buy!

Michael Reardon was no stranger to business nor the world of contracting, when he decided to buy the hardwood-flooring company, Deep Woods. What he didn't anticipate, however, was the all-consuming nature of owning a business.

Following a corporate restructuring at UNUM, where he was second vice president of corporate services, he saw the opportunity to turn a new page in his professional life; thus began his hunt for the right business to own. An affinity to wood led him to Deep Woods, which was on the market, listed with Business Brokers of Maine.

Two months after he and Carol Kelly closed on the sale of Deep Woods, Mr. Reardon is immersed in the details of owning a thriving business. Still on a learning curve and despite 12-hour workdays, he remains exhilarated by his responsibilities. Deep Woods, which is based in Falmouth and caters to a high-end residential and commercial market, employs eight in a fast-paced contracting environment.

What he has learned includes not only how to install hardwood floors and meet the payroll, but also how to buy a business. Mr. Reardon said he spent several months re-

searching how to buy a business and sought the advice of many, including friends who are small business owners, the Service Corps of Retire Executives (SCORE), and the Small



Wood Flooring Specialists
Contractor & Retailer

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WBDC Expands its Leadership Initiative

Over the last few years, the concept of leadership has emerged as a hot topic. Here in Maine and beyond, many leadership programs and initiatives have sprung up, some especially for women. A majority of these programs, however, target middle- to upper-level managers (usually corporate) and carry a high price tags. Many are mainly academic, with few offering applications to the real world.

WBDC anticipates that its own leadership initiative,

Concerned about Maine's Highways and Byways?

Increasingly, the Maine Chamber and Business Alliance, of which WBDC is a member, emphasizes the need for strong action to support Maine's transportation infrastructure. Consequently, the chamber is assembling a transportation advisory committee, which will examine a wide range of transportation issues.

The committee's advice will be submitted to the chamber's board of directors for final action. The committee will meet three or four times a year on an as-needed basis, and each meeting will be approximately two to three hours long. To join the committee, contact WBDC executive director Lou Chamberland, 947-5990.

through the MS Foundation Collaborative Fund for Women's Economic Development funding, will offer something different. At its core, WBDC's leadership project examines relationships and power structures as they exist in our world so that we learn wise, responsible, and cooperative use of our own power.

Since August, WBDC has been analyzing leadership concepts, attitudes about social classes, economics, and public policy by assessments conducted throughout Maine. Some fascinating discussions have occurred and women everywhere are keen on continuing the dialog. WBDC's leadership initiative will continue to:

- address the crucial topics of economics, class, and gender, which are of particular interest to the MS Foundation
- engage in a redefinition of the term "leadership"
- encourage rural and low-income women to participate, which will include an important segment of the population whose needs often go unheard;
- establish leadership development as part of WBDC's foundation;
- build leadership training for the WBDC staff, board, and membership
- become a sustainable project, not grant-dependent, as WBDC staff become adept at leadership training
- show participants how they can advocate change in economic development

WBDC is committed to keeping its members informed and involved as this exciting project unfolds.

Stay Tuned for WBDC's Upcoming Business Workshops

Business workshops are held on a regularly scheduled basis in three locations throughout Maine:

- 36 Penn Plaza, Stillwater Professional Park, Bangor
- 361 Main Street, Bath
- Business Information Center, 35 Canal Street, 2nd Floor, Lewiston

Each workshop lasts three hours. Please call WBDC at 207-947-5990 for day, location, and time. Preregistration is essential; classes may be cancelled if under-registered.

• **HOW TO CREATE A BUSINESS OUT OF WHAT YOU LOVE DOING (CAB).** Discover your strengths and skills, learn how self knowledge and product knowledge combine to make a successful business.

WBDC BUSINESS WORKSHOPS

• **WHAT YOUR BANKER NEVER TOLD YOU ABOUT CREDIT AND LOANS.** Take the mystery out of business loans—everything your banker never told you about business credit. How to talk loans to your lender; how to get, read, and repair your credit report. How to ensure you don't turn your own loan down.

• **RESOURCES FOR GROWING A BUSINESS.** Whom to contact and what to do. Discover resources and skills needed for starting or expanding a business.

• **MARKETING ON A SHOESTRING.** Learn the secrets of low budget marketing. Discover the variety of marketing tools available to you and leave with a 12-month marketing plan.

CALENDAR: JANUARY-FEBRUARY '97

January

15 Wednesday

• **LEWISTON-AUBURN REGIONAL GROUP**, 6-8 p.m.

21 Tuesday

• **STARTING YOUR OWN BUSINESS.** Business Education Seminar Series, sponsored by SCORE of **Portland**. 1-4 p.m., \$20, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

• **BUSINESS SHARING CONFERENCE** with 14 sessions on customer satisfaction, executive leadership, management of process quality, and operational results. Share "Best Practices"—real companies sharing their successes. Kenote speaker: Dana Connors, President of the Maine Chamber of Commerce and Alliance. Sponsored by the Maine Quality Center in partnership with the Maine Chamber and Business Alliance. \$120 per person, includes lunch, snacks, and materials. Holiday Inn By-the-Bay, Portland. Call 946-4687 for information; e-mail mqc@biddeford.com; Web Page: <http://www.biddeford.com/mqc>.

23 Thursday

• **BUYING A BUSINESS.** Business Education Seminar Series, sponsored by SCORE of **Portland**. 1-4 p.m., \$20, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

• **ROCKLAND/THOMASTON REGIONAL GROUP MEETING**, 5:30 p.m.

28 Tuesday

• **MARKETING AND SALES.** Business Education Seminar Series, sponsored by SCORE of **Portland**. 1-4 p.m., \$20, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

February

4 Tuesday

• **STARTING YOUR OWN BUSINESS.** Business Educa-

tion Seminar Series, sponsored by SCORE of **Portland**. 1-4 p.m., \$20, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

• **LABOR ISSUES FORUM.** Portland Regency, 7:30-9:30 a.m. Sponsored by the Maine Chamber and Business Alliance. Call 774-1001 for information.

• **RUMFORD REGIONAL GROUP** meeting, 5:30 p.m. Call Doreen Chartier for location, 545-2624.

5 Wednesday

• **BELFAST REGIONAL GROUP MEETING**, 6-8 p.m.

6 Thursday

• **PISCATAQUIS REGIONAL GROUP MEETING**, 8:30-10 a.m.

11 Tuesday

• **PLANNING AND BUDGETING.** Business Education Seminar Series, sponsored by SCORE of **Portland**. 1-4 p.m., \$20, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

12 Wednesday

• **BANGOR REGIONAL GROUP MEETING**, noon-1:30 p.m.

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WBDC REGIONAL GROUPS

Regional Support for Women Business Owners

Women's Business Development Corporation's Regional Groups meet monthly in their communities. Business owners gather to learn from each other, and share experiences, triumphs, and hopes for the future. Through invited speakers, participants learn about business. Entrepreneurs are invited to bring business cards, brochures, and samples of work to display. All meetings are free and open to the public.

BANGOR AREA

February 12, Wednesday, noon-1:30 p.m., WBDC's main office, Stillwater Professional Park, 36 Penn Plaza (near the Bangor Mall), Bangor.

WOMEN ENTREPRENEURS OF BELFAST (WEB)

February 5, Wednesday, 6 p.m., Belfast Free Library, Abbott Room. Call Kay Retzlaff for details, 338-6468.

LEWISTON/AUBURN

February 19, Wednesday, 6-8 p.m., Business Information Center (BIC), Bates Mill Complex, 35 Canal Street, Lewiston.

MIDCOAST

February 18, Tuesday, 6:30 p.m. networking; 7 p.m. meeting begins, Bath Police Department conference room, 250 Water Street, Bath.

PISCATAQUIS

February 6, Thursday. 8:30-10 a.m. Thompson Free Library Meeting Room, Dover-Foxcroft.

ROCKLAND/THOMASTON

February 27, Thursday, 5:30 p.m. networking, 6 p.m. meeting. Stella Maris House, 148 Broadway, Rockland. Topic: Introduction to the Internet with Ted Skowronski, ChelTed Gallery, Inc. For details, call 596-7230.

RUMFORD

February 4, Thursday, 5:30 p.m. Call Doreen Chartier, 545-2624 for location.

SOUTHERN MAINE BUSINESSWOMEN'S NETWORK

February 13, Thursday, 6:30 p.m. (networking); 7 p.m. (business meeting begins); Huntington Common, Ross Road, Kennebunk. For more information, call Lynn MacCannell, 324-8158, or Stella Holt, 324-2656.

13 Thursday

• **SOUTHERN MAINE BUSINESSWOMEN'S NETWORK MEETING**, 6:30 p.m.

18 Tuesday

• **MIDCOAST REGIONAL GROUP MEETING**, 6:30 p.m.

• **STARTING YOUR OWN BUSINESS.** Business Education Seminar Series, sponsored by SCORE of Portland. 1-4 p.m., \$20, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

19 Wednesday

• **LEWISTON-AUBURN REGIONAL GROUP MEETING**, Lewiston, 6-8 p.m.

25 Tuesday

• **MARKETING AND SALES.** Business Education Seminar Series, sponsored by SCORE of Portland. 1-4 p.m., \$20, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

• **WHAT WOMEN NEED TO KNOW.** A Women's Forum developed by the Institute for Family-Owned Businesses, University of Southern Maine. The program will focus on the rights and responsibilities of stockholders, directors, employees, peace-makers, and other roles women often play in the family business. \$15. Call Drew Masterman, 780-5925, for information.

27 Thursday

• **ROCKLAND/THOMASTON REGIONAL GROUP MEETING**, 5:30 p.m., Rockland

Upcoming

• **CO-ENTREPRISE '97**, third annual networking conference between Maine and Quebec to be held April 23 and 24 at the Samoset Resort in Rockport. The business matching opportunities of Co-Entreprise allows Maine companies to pair with Quebec businesses interested in subcontracting, manufacturing agreements, distribution networks, research and development, sharing complementary product lines, and investment opportunities. For more information, call Kristin Smith, Maine Chamber and Business Alliance, 623-4568, ext. 11.

Programs

• **WORKPLACE HEALTH AND SAFETY COURSES**, all free and sponsored by the Maine Department of Labor, Bureau of Labor Standards. A variety of classes will be held throughout the year focusing on OSHA, safety management for supervisors, bloodborne pathogens, ergonomics, electrical safety, health hazards in construction, and trenching and excavation. For information, write Pattie Page, Safety Division, 82 State House Station, Augusta 04333-0082, or fax 624-6449.

• **THE SPACE AT SILO** in Mt. Vernon offers year-round classes, workshops, and events. Programs include Yoga; Tai Chi; African-inspired Drumming; Belly, Ecstatic, and African Dance; Feldenkrais; Authentic Movement; Sing Like You Feel; seasonal celebrations; children's drum; and dance classes. For

information, call 293-2239, or write RR 2, Box 1900, Mt. Vernon 04352.

• **ENTREPRENEURSHIP AND SMALL BUSINESS PROGRAM**, programs for marketing, growth, and expansion at the School of Business, University of Southern Maine. USM offers courses at its School of Business, 780-4020; a Premier FastTrac Entrepreneurial Education Program, 780-5929; The Institute for Family-owned Business, 780-5929; and the Maine Small Business Development Center, 780-4420. For information about the Entrepreneurship and Small Business Program at 68 High St., Portland, call 800-800-4876, ext. 5919; or 780-5919.

Ongoing

• **MAINE SOFTWARE DEVELOPERS' ASSOCIATION** meets for networking and to hear speakers on the second Wednesday of each month, 7-8:30 a.m., Executive Dining Room, Phase II Building, UNUM, Outer Congress Street, Portland. Contact Joan Meadow, 866-0496, or e-mail: MeSDA@saturn.caps.maine.edu. All are welcome to attend.

• **ZONTA CLUB MEETING.** Zonta, a worldwide service organization of business executives who work to improve the legal, political, economic, and professional status of women, meets the first Monday of each month at 6 p.m. at the Hilltop Restaurant, Ellsworth. Call Brenda Cartwright, 667-9062.

• **THE TUESDAY FORUM.** Networking meetings for working women offering support and the opportunity for

business and personal growth, noon-1 p.m., Penobscot Inn, Main Street, Bangor. Non-members welcome. For more information, call Helen Munsey, 848-3417.

• **GREATER BANGOR CHAPTER OF NOW.** Meets the second Monday of every month at the Peace and Justice Center, Bangor. Call 989-3306 or 825-3962.

• **SISTERSPACE WOMEN'S RESOURCES**, 337 Water St., Augusta, is open Tuesday through Saturday, 10 a.m.-5:30 p.m., with regularly scheduled luncheons, discussion groups, and round-tables. For information or brochure, call 621-2994.

• **MAINE CENTERS FOR WOMEN, WORK, AND COMMUNITY**, with offices in Presque Isle, Houlton, Bangor, Ellsworth, Skowhegan, Farmington, Waterville, Augusta, Lewiston, Brunswick, Thomaston, Portland, and Saco, offer a wide array of free services for women wishing to start a business, find employment, or become a community activist. Workshops cover entrepreneurial training, self-esteem, assertive communication, career life planning, and how to be an effective, skilled employee. Referrals to education, training, and job opportunities are provided. Call 800-442-2092.

• **THE INVENTREPRENEURS' FORUM.** Meets the first or second Tuesday of each month, 6:30-9 p.m. Free at the USM campus Centers A, B, C, Portland. Call Jake Ward, 581-1488, or Don Forrester, 797-3985, for information.

Online Seminar for Small Business

WBDC will sponsor an online seminar that will provide small business owners in Maine an opportunity to develop collaboration skills and learn how to research business-related information on the Internet. A total of 30 small business owners from northern, central, and coastal Maine will work together to solve business problems and hone Internet skills to further their business goals. The seminar will be split into four sessions, two online and two in designated locations. Meeting locations will be at the Market Development Center in Bangor; the Business Information Center, Lewiston; and at Coastal Enterprises, Inc., Wiscasset.

Participants must have access to e-mail, the Web, and have basic online skills. They also must have a new or existing small or micro business, or have a clear business plan with which to start one. Participants must commit at least three hours a week to assignments and participate in online discussions.

WBDC members will get a \$15 discount on the course (\$70 instead of \$85; scholarships are available). To register go to [http://](http://meonline.com/register.html)

meonline.com/register.html and fill out the form. For information, call Alina Blakelsey, 397-4272, e-mail ablakes@somtel.com

Seminar Dates

Session One: Orientation

- Group 1, Tuesday February 18, Business Information Center, Lewiston-Auburn
- Group 2, Wednesday, February 19, Market Development Center, Bangor
- Group 3, Thursday, February 20, Augusta

Session Two: Online, the last week of February

Session Three: Online Marketing Chat Forum. Participants will meet online on Wednesday, March 5, from 7-9 p.m.

Session Four: Pulling it all together, feedback, and next steps.

- Group 1, Tuesday, March 11, Lewiston-Auburn
- Group 2, Wednesday, March 12, Bangor
- Group 3, Thursday, March 13, Augusta

Instructors

ALINA BLAKESLEY, B.S., is the founder of ME OnLine Consulting Services, which specializes in Internet training for businesses, non-profit groups, the education community, and the general public. Activities include developing and teaching Internet courses, leading workshops, newsletter publishing, writing instructions for online procedures, information management, and research utilizing the Internet. She has taught numerous Internet training courses at University of Maine in Farmington, Augusta, and Brunswick, at the Lewiston-Auburn College and Economic Development Centers.

CLAIRE M. WHITMORE is co-owner of The Computer Department, Inc., a computer sales and consulting business based in Readfield. Claire has been primarily involved with software setup and education for small businesses and personal use. She has been teaching computer classes for the local adult education program and through her own business for the past 10 years. She also specializes in Internet training, focusing on marketing, and has given many Internet workshops at conferences and at Community Training Centers. An entrepreneur herself and an active member of Women's Business Development Corporation, Claire has had much exposure to the world of entrepreneurs.

**How to
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Phone (W) (H)

Business or Profession

This information will be published in our Membership Directory, unless you specify otherwise. WBDC is a non-profit membership organization. Any contribution you make would be appreciated and is tax-deductible to the extent allowed by law. If you are on a limited income, any donation entitles you to membership. Send this application to: Women's Business Development Corp., PO Box 658, Bangor, ME 04402-0658

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tional meeting, 947-5990.*

Spring Mentoring Cycles Ready to Roll

WBDC's Business Mentoring Program will begin several six-month cycles this spring in Farmington, Rockland, and Dover-Foxcroft. Those wishing to sign up as either a protegee or a mentor need to apply now to meet a March 1 application deadline.

A WBDC protegee is usually a woman who has been in business approximately one year and is ready to grow her business with the help of a mentor. A mentor is a woman who has been in business or worked in an executive capacity for approximately five years and is willing to volunteer about four hours a month for six months helping a protegee set and accomplish business goals.

Traning classes are held one day a month. Mentor support is one hour a week. Call WBDC for a mentor or protegee application at 947-5990. Class space is limited. For more information, call Roberta Lavery, 947-5990; Mary Denzer, 442-7911; or Sonja Christiansen, 783-2770.

MEMBER NEWS

The Maine Centers for Women, Work, and Community presented **Julie Comeau**, owner of **Downeast Temps Staffing Services**, with its 1996 Partners in Change Award on December 9. The award recognizes exemplary employers who have supported women entering, re-entering, or retraining for the workforce, and presented collaboratively with the national affiliate, Women Work!, The National Network for Women's Employment.

Julia's two offices of Downeast Temps Staffing Services are in **Ellsworth** and **Bangor**. In addition to WBDC, Julia volunteers at the Bangor Chamber of Commerce, the Bangor Rotary, Veazie Economic Development Committee, and Veazie Garden Club. She has also been appointed co-chair of the Governor's Plus 1 Campaign Advisory Committee, organized to help economic growth in Maine.

Amy Knowles, founder and president of **Quiescence Company** in **Cushing**, is circulating an inaugural issue of her mail-order catalog, which lists books, tapes, and other materials dedicated to self-help. Amy's venture is the only source of specialized materials and titles that focus on psychology, self-help, addiction and recovery, eating disorders, health crises, spirituality, inspiration and meditation, and children and teen issues. More than 175 entries fill out the catalog, which can be obtained free by calling 800-205-5860 (out of state); 800-293-6871 (in-state); faxing 354-2443; or e-mailing quies@midcoast.com.

Kay Retzlaff, proprietor of **Writers at Large**, a **Belfast**-based public relations company, is teaching a course on publicity for businesses and public service groups this semester in Belfast. The course is offered in conjunction with the Belfast Area Chamber of Commerce and Kay will be covering topics such as writing press releases; advertisement, newsletter, and brochure design; and Internet use. For information, call 338-3197.

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Barbara Eberhardt

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Impact

EFFECTIVE COMMUNICATIONS—
IN PERSON—ON CAMERA

Is it a story of a shaky operation that is too new or in decline? Is the business established and steady? Does it have a good reputation and growth rate? Whatever the company story, buyers must have the motivation to enter the story at this stage and carry the business forward.

The sale of The Whip and Spoon, a gourmet kitchen specialty shop in Portland, is an example of how a company story creates buyer prospects and value. The Whip and Spoon had such an attractive story that buyers rushed to try and buy the business!

What Is the Numbers Story?

Most buyers know to ask about the sales and earnings history. Buyers want to know the business' historic income and expense levels and whether income and profit margins are increasing or decreasing. But these numbers also tell a "numbers" story, one that should be combined with the company story for a complete telling.

A most pertinent question is: "Where does the business go from here?"

Yesterday's income and profits were probably created by the actions (or inactions) of the owner.

Will the new owner's actions be different? What impact will the new owner have on the operation?

Small business revenues are not as easily predicted as those of larger businesses. A change of ownership can have dramatic performance results.

What's the Workstyle?

In this case, workstyle refers to how the current owner makes the business work. Buyers must interview the seller carefully. It's not just the number of hours the current owner puts in that counts, it's what the owner does during those hours. And what does the business require of the new owner? Sometimes what the current owner is doing is not what the new owner should do; in most cases, new owners choose to be different. That's usually good!

How's the Workspace?

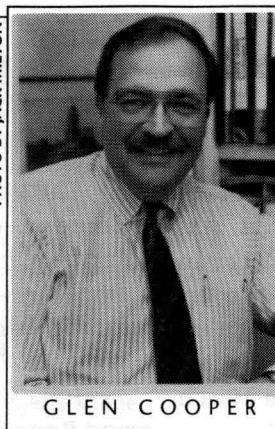
Is the workspace appropriate for the production of the business' product or service? Is it accessible to customers? If buying the business involves the purchase of real estate, most buyers feel protected by current disclosure requirements. But when buying or just leasing a physical space, buyers must ask questions about the workspace that are beyond the legally required disclosures.

Is the workspace compatible with production and marketing? Is it right for growth?

Where Is the Industry Going?

Every business is affected by larger trends, especially those of its industry. Buyers need to ask sellers what they know about the trends

PHOTO BY JACK MILTON



GLEN COOPER

and trade practices. Industry and trade associations are often good sources for information. Buyers need to analyze the important trends and, though they need to protect the confidentiality of the business, they are not prevented from doing confidential research.

Where Is the Competition?

Sellers are often out of touch with the newer sources of competition. Even if a buyer is given a complete list of competitors by the seller, the buyer should step back and take a long view. Calling and visiting competitors is usually acceptable behavior, as long as the selling company's confidentiality is maintained. Sellers will often insist on strict compliance with non-disclosure agreements they require buyers to sign. When competitors know another in their business is for sale, they can easily launch a damaging effort to recruit employees and customers.

What Are the Terms?

Buyers need to understand the asking price and terms. To perform all the due diligence homework required to analyze any business acquisition without knowing the possible terms can be a real time waster. If a seller doesn't seem to have a common-sense approach to the price and terms of the business, buyers are best advised to move on!



services at 225 Commercial Street, Portland. He can be reached by calling 775-1957; fax, 775-6573; or e-mail, mebizbrks@aol.com.

Glen Cooper owns the Maine Business Brokers Network, offering business brokerage and appraisal

Statistics indicate that more than 90 percent of buyer prospects who call on business-for-sale ads are unqualified. To weed the field, brokers use four methods to protect sellers:

1. Buyers are screened.
2. Potential buyers are required to sign confidentiality agreements.
3. Business brokers usually run "blind" ads and listing placements.
4. In special cases, brokers plan a phased release of financial and proprietary information as buyer sincerity and trustworthiness are assessed during negotiations.

GET READY, GET SET

CONTINUED FROM PAGE 5

Business Development Center (SBDC) at the University of Southern Maine. With all that, he still wishes he'd done more research.

"Don't underestimate the level of preparation needed," he warned.

Coming from corporate culture, he was surprised by the nature of small business: though budgets are much smaller, the details and responsibilities can be much greater.

"I was used to a large organization with ample staff," he said. If there was a financial problem, you

would call bookkeeping. Personnel problems? Call personnel.

"But when you're a small business owner, you can't call a lawyer all the time," he said.

Mr. Reardon also emphasized the importance of positive cash flow.

"Make sure you're sufficiently capitalized when you assume ownership," he said, passing along advice others have given him. "Don't be on the edge or you'll sink."

Mr. Reardon made a loan to himself to ensure that he would be able to meet his payroll, pay contractors, and buy materials during those first crucial weeks. The purchase-sale agreement between Ms. Kelly and him stipulated that revenue from jobs in progress at the moment the business was sold would go to Ms. Kelly; if a job hadn't started by the time of the sale, the revenue would be Mr. Reardon's.

To reach an acceptable price for the business, Mr. Reardon said he created a business valuation model after consulting with a business broker and reading books and the *Harvard Business Review*.

The hard assets (office equipment and tools, for example) of Deep Woods represented a small percentage of the price; more integral were the company's earning power, its revenue stream, and its intangible qualities or "goodwill"—the reputation it had in the community.

And just as important as an agreeable price is managing an amicable and respectful relationship with the seller. A term of the Deep Woods' sale has Ms. Kelly, of whom Mr. Reardon has nothing but praise, remain on as full-time consultant.

Right now, Deep Woods has five to eight jobs a week, Mr. Reardon estimated. His short-term goals encompass sustaining the momentum of the business. His long-term goals include the possible expansion of the business' retail store and the "do-it-yourself" aspect of the business.

In the meantime, he will continue to get accustomed to running a business: knowing the product line, learning the books, adjusting to personnel, and cultivating customers. And maybe, just one of these days, he'll take Saturday off.

Steps to Selling A Business

1. Form Your Team. You need an attorney, an accountant, and maybe a banker. Ask them to help you find a broker. After this team is assembled, follow their advice. The first team task will be to price your business.

2. Price It Right. Some brokers just can't bring themselves to tell you that your price is too high. Your tendency will be to over-price your business; when you do this, however, the time it takes to sell stretches to the point where it is mighty shopworn merchandise by the time it sells, if it sells. Nothing raises the doubts of a prospective buyer more than to find out you've been trying to sell for a long time.

3. Prepare a Package. Comprehensive documentation is essential. That means you have to develop a fancy package to present your business. Most buyers today are "number crunchers" and will expect accurate and current financial reports.

4. Target Prospects. Your broker should set up a buyer targeting and qualification process. After your marketing package is complete, you'll know what kind of buyer you need.

5. Negotiate Professionally. Remember that you want to sell, not just beat the buyer at some negotiation game. You and the buyer should lay the foundation for a team effort to get to a closing.

6. Wrap it Up Quickly. Get to the church on time! Even the best buyer prospects can change their minds overnight.

— Glen Cooper

For a complete copy of this article, contact Mr. Cooper at 775-1957.

STRATEGY PAYS OFF

CONTINUED FROM PAGE 5

business, its grinding demands for the past 11 years have left her quite ready to let go of the 60-hour-a-week schedule and do more of the hands-on part of the job. She is considering new challenges now, as she continues to work for Deep Woods in a variety of capacities.

Advice from a Successful Businesswoman

- Let yourself have a grand scheme.
- Consider all the options.
- Don't limit yourself.
- Target a market.
- Pick your niche.
- Build a reputation.
- Stand out.
- Offer the highest quality product possible.
- Keep customers and suppliers informed.
- Take time to learn your customers' expectations beforehand.
- Know your product or service and be comfortable selling it.

Her success at managing Deep Woods transcends many levels. While its owner, she employed eight people, many of them women, and was sensitive to the power differential. "There is no boss mentality at Deep Woods," she says. "There is no command structure. As a crew, we work together to get projects done. I was never opposed to people finding their own way."

Chefs Help WEB Raise Library Funds

A wide range of caterers and restaurants from Winterport, Searsport, Belfast, and Unity helped the Women Entrepreneurs of Belfast (WEB) raise \$183 for the Belfast Free Library and WEB by donating a platter of their house specialty at WEB's second annual Taste of the Town early in December.

Held at the library with a \$3 per person charge, WEB invited the public and Belfast Area Chamber of Commerce members to join its members in helping to raise money for the library's small business collection. Some of the money will be used to help WEB cover its monthly meeting costs.

Participating in the event were

Alexia's, Bell the Cat, Blueberry Bay Restaurant, Cedar Street Bakery, Darby's, Far East Cuisine, The Gothic, Homestead Restaurant, 90 Main, Periwinkles, Rollie's Café, Sugar Plum's, Trillium, Tumbleweeds, Vincent's Restaurant, and Weaver's Bakery. Phil Black also donated two dishes.

WEB Adds New Steering Committee Members

Norma Littlefield, owner of Norma's Nimble Thimble, and Connie Carmichael, of Secretary Services Unlimited, have joined the steering committee of the Women Entrepreneurs of Belfast (WEB).

The two join Sue Black, of Oceanside Health and Fitness, and Kay Retzlaff in planning WEB meetings and events.

WBDC Launches Membership Drive

Membership is climbing at WBDC, but that doesn't mean it is relaxing its recruitment efforts. Beginning in January, all regional groups will be asked to recruit new members. Steering committees will engage in a bit of friendly competition to see which group can sign up the most members. Both new and renewing memberships will be counted.

The benefits of belonging to WBDC are many, but the most important is the chance to meet other women business owners to discuss one's own challenges and successes. WBDC regional groups that meet monthly across the state offer that forum to hundreds of women business owners.

Regional groups will be credited with all new members who join from their areas. Those with the most will be awarded great prizes, including free admittance to the October Women Business Owners Conference, regional training workshops, and one-on-one consultations. The prizes can then be given or raffled to regional group members.

More information about the membership drive will be sent to regional group steering committees and will include applications and WBDC brochures about its programs and services.

The recruitment contest will run through April 30. Winning regional groups will be announced and honored at WBDC's annual meeting, May 20, in Augusta.

For more information or to volunteer on the membership campaign, call a local regional group (see page two for steering committee members) or Mary Denzer, 442-7911; e-mail: mdenzer@aol.com.

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Telecommunications Advice Available

Coastal Enterprises, Inc. (CEI) is now offering individual consultation and training in telecommunications for new and existing women-owned businesses. Through its Women's Business Project, CEI offers assistance in connecting to the Internet; marketing online; communicating with customers, suppliers, and peers; and location resources.

For more information, contact Betsy Tipper, 7 North Chestnut Street, Augusta, 621-0254. CEI's Women's Business Project also offers general business counseling in areas such as financial management, marketing, pricing, and access to credit. For that, contact Janet Roderick at CEI's Augusta office.

Taking Care of the Past

Ever wonder why your old photographs—the ones depicting how closely you resemble your great-grandmother—have degenerated into yellow blobs?

According to WBDC member Paula Baines, who has become a Creative Memories consultant, lower-priced photo albums are often constructed with polyvinyl chloride, which causes irreversible damage to prints. It may be better to store photos in an

old shoe box, rather than subject them to the cheaper photo albums on the market today.

Instead, Ms. Baines advises, buy acid-free albums and adhesives. Store them upright in a cabinet located in a climate-controlled room, not attics or basements, which are subject to fluctuations in temperature.

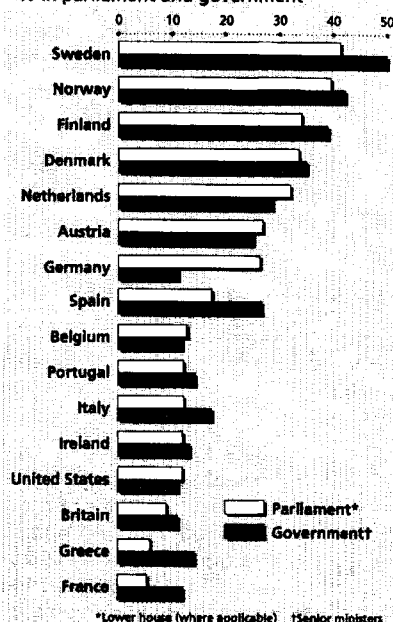
To learn more about taking care of your photos, art, and heirlooms, contact Ms. Baines at 866-5573, or write her at 425 College Avenue, #3-F, Orono 04473.

Women in Politics and in Government

How the U.S. Stacks Up Next to the European Community

Women in power

% in parliament and government



Source: The Economist

bangor • belfast • lewiston/auburn • midcoast • piscataquis • rockland/thomaston • york county

WBDC REGIONAL GROUP MEETINGS

bangor • belfast • lewiston/auburn • midcoast • piscataquis • rockland/thomaston • rumford • york county

BANGOR
February 12

BELFAST
February 5

LEWISTON/AUBURN
February 19

MIDCOAST
February 18

PISCATAQUIS
February 6

**ROCKLAND/
THOMASTON**
February 27

RUMFORD
February 4

SOUTHERN MAINE
February 13

WBDC

P.O.Box 658
Bangor, ME 04402-0658
Tel: 207-947-5990

ADDRESS CORRECTION REQUESTED

NONPROFIT ORGANIZATION

U.S. POSTAGE

PAID

PERMIT NO. 2

HOULTON, ME

Mary Denzer
WBDC
P.O. Box 198
Bath, ME 04530-0198

Do You Want to Increase Your Business Income?



In an ongoing effort to design future workshops and services, WBDC needs to identify what factors affect the bottom line of small and micro businesses. WBDC needs to know the most important elements that will increase the cash flow in your business.

WBDC will use the information to help shape its business training services. We hope readers will photocopy this survey and pass it along to other business owners

who can also lend us their opinion.

"This survey will have a good deal of impact on future program developments and choice of services we plan to offer women business owners," said Mary Denzer, Regional Program Manager.

Surveys should be returned to WBDC in Bangor by February 28. As survey data is compiled, it will be shared with WBDC board members, staff, and WBDC members at large. You are encouraged to volunteer to help with this project.

For information or to volunteer, call Mary Denzer, 442-7911, or e-mail her at mdenzer@aol.com.

B U S I N E S S S U R V E Y

Please help us by filling out the following survey and mailing or faxing your response to

WBDC, PO Box 658, Bangor, ME 04402-0658; fax, 947-5278.

① *Are you interested in increasing your business income?*

1. No 2. Yes 3. Don't know

② *If you want to increase business income, please rate the following factors in order of importance to your business. Begin with 1 as the most important until you reach 10, the least important.*

- A _____ Increase in quality of product or service
- B _____ Better financial recordkeeping
- C _____ Better location
- D _____ Access to business loans
- E _____ Availability of good help
- F _____ Better marketing and advertising
- G _____ Larger customer base
- H _____ Availability of export opportunities
- I _____ More networking and sales leads
- J _____ Availability of low-cost technology (i.e., Web Page space)

BUSINESS SURVEY...BUSINESS SURVEY...BUSINESS SURVEY...

3) I will consider my business successful when it:

- A _____ Pays part of my business expenses
- B _____ Pays all of my business expenses
- C _____ Provides part of my household income
- D _____ Provides major support for my household
- E _____ Allows me to put aside money in savings
- F _____ Allows me to put away money for retirement
- G _____ Allows me to (other) _____

	4-1 I have	4-2 I use	4-3 I have access to	4-4 I will have access to in the future
↓ A Business Phone	[]	[]	[]	[]
B Answering Machine	[]	[]	[]	[]
C Computer/Printer	[]	[]	[]	[]
D Modem	[]	[]	[]	[]
E E-Mail	[]	[]	[]	[]
F Internet Access	[]	[]	[]	[]
G Fax Machine	[]	[]	[]	[]

To increase my business revenue I need: _____

Thank you. Please fold into thirds and return this survey today.

To: Women's Business Development Corporation
P.O. Box 658
Bangor, ME 04401-0658

Survey Tabulations

Section III

QUESTION NUMBER 1

ARE YOU INTERESTED IN INCREASING YOUR BUSINESS INCOME?

NO	0	0.00%
YES	75	100.00%
DON'T KNOW	0	0.00%

TOTAL RESPONSES: 75

QUESTION 3:

I WILL CONSIDER MY BUSINESS SUCCESSFUL WHEN IT:

	RESPONSES	PERCENT
PAYS PART OF MY BUSINESS EXPENSES:	4	2.14%
PAYS ALL MY BUSINESS EXPENSES:	21	11.23%
PROVIDES PART OF MY HOUSEHOLD INCOME:	16	8.56%
PROVIDES MAJOR SUPPORT FOR MY HOUSEHOLD:	42	22.46%
ALLOWS ME TO PUT ASIDE MONEY IN SAVINGS:	42	22.46%
ALLOWS ME TO PUT AWAY MONEY FOR RETIREMENT:	44	23.53%
OTHER:	18	9.63%

QUESTION 4:

	HAVE	USE	ACCESS	FUTURE
BUSINESS PHONE	52	13	2	0
ANS. MACH.	63	13	2	5
COMPUTER	62	11	5	5
MODEM	37	6	4	12
E-MAIL	27	4	5	17
INTERNET	29	4	7	18
FAX	36	7	12	10

70% HAVE OR HAVE ACCESS TO A BUSINESS PHONE,

87% HAVE OR HAVE ACCESS TO A COMPUTER AND PRINTER

41% HAVE OR HAVE ACCESS TO E-MAIL

22% HAVE FUTURE PLANS FOR E-MAIL

46% HAVE OR HAVE ACCESS TO THE INTERNET

23% HAVE FUTURE PLANS FOR THE INTERNET

If you want to increase business income, please rate the following factors in order of importance to your business. Begin with -1- as the most important until you reach -10- as the least important.

	RANKING	TOTAL	PERCENT
Increase in quality of product or service:	1st	4	5.33%
	2nd	5	6.67%
	3rd	4	5.33%
	4th	10	13.33%
	5th	9	12.00%
	6th	11	14.67%
	7th	17	22.67%
	8th	12	16.00%
	9th	0	0.00%
	10th	3	4.00%

Better financial recordkeeping:	1st	2	2.67%
	2nd	8	10.67%
	3rd	6	8.00%
	4th	10	13.33%
	5th	9	12.00%
	6th	8	10.67%
	7th	14	18.67%
	8th	10	13.33%
	9th	5	6.67%
	10th	3	4.00%

Better location:	1st	2	2.67%
	2nd	2	2.67%
	3rd	6	8.00%
	4th	5	6.67%
	5th	4	5.33%
	6th	1	1.33%
	7th	6	8.00%
	8th	11	14.67%
	9th	17	22.67%
	10th	21	28.00%

Access to business loans:	1st	6	8.00%
	2nd	3	4.00%
	3rd	3	4.00%
	4th	7	9.33%
	5th	11	14.67%
	6th	13	17.33%
	7th	10	13.33%
	8th	13	17.33%
	9th	7	9.33%
	10th	2	2.67%

CONTINUED ON NEXT PAGE

QUESTION #2 CONTINUED

	RANKING	TOTAL	PERCENT
Availability of good help:	1st	3	4.00%
	2nd	2	2.67%
	3rd	7	9.33%
	4th	3	4.00%
	5th	4	5.33%
	6th	6	8.00%
	7th	5	6.67%
	8th	16	21.33%
	9th	17	22.67%
	10th	12	16.00%

Better marketing and advertising:	1st	11	14.29%
	2nd	24	31.17%
	3rd	16	20.78%
	4th	13	16.88%
	5th	5	6.49%
	6th	5	6.49%
	7th	1	1.30%
	8th	2	2.60%
	9th	0	0.00%
	10th	0	0.00%

Larger customer base:	1st	37	48.05%
	2nd	11	14.29%
	3rd	10	12.99%
	4th	5	6.49%
	5th	6	7.79%
	6th	5	6.49%
	7th	2	2.60%
	8th	1	1.30%
	9th	0	0.00%
	10th	0	0.00%

Availability of export opportunities:	1st	2	2.63%
	2nd	1	1.32%
	3rd	5	6.58%
	4th	5	6.58%
	5th	8	10.53%
	6th	5	6.58%
	7th	9	11.84%
	8th	3	3.95%
	9th	8	10.53%
	10th	30	39.47%

CONTINUED ON NEXT PAGE

QUESTION #2 CONTINUED

	RANKING	TOTAL	PERCENT
More networking and sales leads:	1st	7	9.33%
	2nd	15	20.00%
	3rd	13	17.33%
	4th	13	17.33%
	5th	11	14.67%
	6th	5	6.67%
	7th	1	1.33%
	8th	8	10.67%
	9th	2	2.67%
	10th	0	0.00%

Availability of low cost technology:	1st	5	6.67%
	2nd	5	6.67%
	3rd	6	8.00%
	4th	5	6.67%
	5th	9	12.00%
	6th	15	20.00%
	7th	9	12.00%
	8th	6	8.00%
	9th	12	16.00%
	10th	3	4.00%

Do You Want to Increase Your Business Income?



who can also lend us their opinion.

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WBDC, PO Box 658, Bangor, ME 04402-0658; fax, 947-5278.

Are you interested in increasing your business income?

1. No 2. Yes 3. Don't know

If you want to increase business income, please rate the following factors in order of importance to your business. Begin with 1 as the most important until you reach 10, the least important.

- 4 Increase in quality of product or service (Faster)
- 7 Better financial recordkeeping - This is what I do for a business
- 5 Better location
- 9 Access to business loans
- 8 Availability of good help
- 2 Better marketing and advertising
- 3 Larger customer base
- 10 Availability of export opportunities
- 1 More networking and sales leads
- 6 Availability of low-cost technology (i.e., Web Page space)

BUSINESS SURVEY...BUSINESS SURVEY...BUSINESS SURVEY...

I will consider my business successful when it:

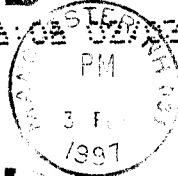
- ☐ Pays part of my business expenses
- ☐ Pays all of my business expenses
- ☐ Provides part of my household income
- ☐ Provides major support for my household
- ☒ Allows me to put aside money in savings
- ☒ Allows me to put away money for retirement
- ☐ Allows me to (other) _____

	I have	I use	I have access to	I will have access to in the future
Business Phone	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Answering Machine	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer/Printer	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Modem	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-Mail	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet Access	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fax Machine	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To increase my business revenue I need: to be more efficient

Thank you. Please ^Sfold into thirds and return this survey today.

MHT NH 030 18:08 02/03/97 155 #1

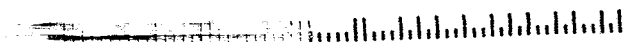


FEB 3 1997



**To: Women's Business Development Corporation
P.O. Box 658
Bangor, ME 04401-0658**

04402-0658



Developments Newsletter on Success

Section IV

DEVELOPMENTS

The Monthly Bulletin of the Women's Business Development Corporation • July 1997

WHAT IS SUCCESS?

Its definition is elusive, depending on our individual ambitions. Success can range from the acquisition of wealth and fame to simply the completion of a task well done. We may aspire to be on the fast track, raking in the material benefits, or we may choose to live a rigorous good life, according to the Helen and Scott Nearing template. More than likely, most of us fall somewhere in between.

We wanted to find out how Maine businesswomen, especially WBDC members, regard success. So, we made random phone calls around the state. What we found was that defining individual success is part of an ongoing life study, one that evolves with wisdom, introspection, and growth. As Paula Green points out, success is not a goal, it is a process.

For one graphic designer, success used to mean rising to the top of an extremely competitive field, creating the best logos, and being known as far and wide as possible. Now, more mature and more in tune with her immediate community, what matters to her is turning out quality work on a consistent basis. Moreover, she cares less about national fame and more about how she is regarded in the small city where her business thrives.

To Ivy Gilbert-Vigue, who is CEO, author, and mother, success is intrinsically tied to a contented family and happy children.

"If you enjoy your work, you can be successful," she said. "I don't view success as having a certain amount of money or a title. You don't always have to win. Many people step on a lot of other people climbing the corporate ladder. But if instead they helped everyone along the way up the ladder, then that's real success."

To page 14

Sweet Success

Success: An Improved Poppy or the Impossible Once-a-Day

EMILY DICKINSON VERSUS
ELBERT HUBBARD

BY KATHERINE LYONS

I'd heard of Englebert Humperdinck, but I'd never heard of Elbert Hubbard. When WBDC asked me to write about success, I discovered Elbert. It was not love at first sight. Elbert resides in my file marked "Success." Englebert does not. Elbert was one of the silver-tongued guys who offered supposedly wise words about success, generally to other guys. Here's what Elbert and a few others had to say.

Elbert: "No one ever gets very far unless he accomplishes the impossible at least once a day."

Thomas Edison: Show me a thoroughly satisfied man and I will show you a failure.

Calvin Coolidge: "Persistence and determination alone are omnipotent."

J.F. Dulles: The measure of success is not whether you have a tough problem to deal with, but whether

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THE WOMEN'S BUSINESS DEVELOPMENT CORPORATION (WBDC) is a statewide, private, nonprofit membership organization that promotes and supports business ownership for Maine women. WBDC encourages growth through training, networking, financing, advisory services, educational programs, and technical assistance. Contact WBDC at: PO Box 658, Bangor, ME 04402-0658 • Tel: 207-947-5990

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PO BOX 658
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207.947.5990; fax 207.947.5278**

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Roberta Laverty laverty@telplus.net

WBDC Heartily Thanks its Office Volunteers!

Thank you Jill Gilman and Karen Walker for volunteering in Bangor and thanks Pamela Mancuso for volunteering your time in Bath. Thanks also to:

Julie Bartlett	Norma Littlefield
Alina Blakesley	Pamela Mancuso
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Verna Cox	Jeannie Mooney
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Janice Fleming, 942-2315
Joan Roberts, 990-2102
Gail Platts, 941-8689

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Sue Black, 338-1692
Kay Retzlaff, 223-2508
Norma Littlefield, 338-4254

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Rebecca Littlefield 667-2247
Ann Patsis 667-6968
Marika Savoy 422-2300
Susan Sharpe 565-2081
Dorothy Torrey 963-7888

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Pam Beliveau, 783-4148
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Barbara Proko, 795-6281
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Eliza Allison, 882-7131
Pat Harcourt, 443-6006

PISCATAQUIS

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Rita Lovejoy, 695-2073
Becky Morse, 695-3825
Leslie Owens, 876-3694
Carol Ripley, 924-3859
Ellie Rees, 876-4402

ROCKLAND/THOMASTON

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Gina Fry, 596-6494
Judith Grossman, 236-0765
Michelle Painchaud, 596-7230
Mary Carroll Root, 372-8921
Karol Skoby, 236-8980
Myra White, 236-4060
Chuck Whitehouse, 273-8628

RUMFORD

Doreen Chartier, 545-2624
Barbara Gallant, 369-9552
Joseph E. Gabriel, 364-2001
Gale Packard, 364-2001
Reta White, 364-2520

SOUTHERN MAINE

Dr. Cinni Davidson, 283-7070
Dorrie Roedner, 284-6420

WBDC Holds Annual Meeting

WBDC celebrated its 10th year as a supporter of and advocate for women entrepreneurs at its Annual Meeting and Spring Auction, May 20, at the Elks Lodge in Augusta. There, women chatted, exchanged business cards, and enjoyed a lively auction, which ultimately raised \$1,000 for scholarships to WBDC's Mentoring Program.

Annual awards were presented to the following individuals:

AGENCY SUPPORTER OF THE YEAR

Business Information Center of Maine, Lewiston; Bonnie Erickson, Director

MENTOR OF THE YEAR

Sandy Labaree, Market Right, Wiscasset

PROTEEGE OF THE YEAR

Susan Mullins and Cathie Preyer, Stencil Works, Bangor

SUPPORTER OF THE YEAR

Verna Cox, Cox Enterprises, Inc., Verona Island

VOLUNTEER OF THE YEAR

Jill Gilman, Nature's Designs, Old Town

WBDC Thanks Its Steering Committees

Regional steering committees are best described as the backbone of WBDC, in addition to developing programs in their own areas. They represent members of their areas at quarterly meetings with WBDC staff, help link Maine business women with local, state, and global opportunities, contribute to Maine's community development, and act as role models. Members serve one year, staggered terms.

Bangor: Gail Platts, Laura Emack, Janice E. Fleming, Joan Roberts

Belfast: Connie Carmichael, Norma Littlefield, Susan Black, Kat Retzlaff

Hancock County: Susan Sharpe, Dorothy Torrey, Amy King, Rebecca Littlefield, Ann Patsis, Marika Savoy

Lewiston/Auburn: Sharon Nelson, Rebecca Webber, Patricia Clark Estes, Trudy Haines, Pamela Beliveau, Barbara Proko

Midcoast: Sue Barker-Miller, Pat Harcourt, Deborah Leighton, Eliza Allison, Karen Brown, Joanna Sampson-McCabe

Piscataquis: Barbara Ladd, Rita Lovejoy, Rebecca Morse, Ellie Rees, Doris Desclos, Leslie Owens, Carol Ripley

Rockland/Thomaston: Mary Carroll Root, Gina Fry, Michelle Painchaud, Charlene Whitehouse, Judith Grossman, Ria Biley, Karol Skoby, Myra White

Rumford: Barbara Gallant, Gale Packard, Doreen Chartier, Joseph Gabriel, Reta White

Southern Maine: Dr. Cinndi Davidson, Dorrie Roedner

Addendum

Last month, we forgot to thank one of Development's own editors, Jennifer Hill, who through her business, Rooted Communications, helps get WBDC's monthly newsletter to press.

New Members for WBDC Board of Directors

Mary Young

Yankee Gold Corporation

Carole Pelletier

Amanda's Maine Made Creations
Auburn

Trudy Haines

Haines Services, Lewiston

Sharon Barker, Director

Women's Resource Center
UM Orono

Credit Adjustment

Last month, Developments published a formula for determining sales potential but we forgot to give credit where credit is due. Jim McConnon, a Business and Economics Specialist with the University of Maine Cooperative Extension, wrote the article, which originally appeared in the UMCE Bulletin #3006, Market Potential for Retail Businesses in Maine. That was reprinted in the 1996 WBDC Conference HandBook (pp. 80-83).

Future Developments

Developments welcomes member input, articles, and ideas for WBDC's monthly newsletter. If you would like to write an article pertaining to any of the following topics, or if you have something concerning business that you're burning to write about, let us know. *Developments'* Personal Opinion column presents an opportunity to state your case about issues relevant to women and business. Readers are invited to write letters to *Developments*. The deadline for all submissions and advertising is the 20th of each month.

Editorial Calendar

August Money—Cash-flow, Collection

September Women and Power

October Affecting Public Policy

November Beyond Discrimination

December Home-based Businesses

Export Resources

The following publications and information sources are just a few that are of interest to small business exporters. Each month we will print more resources.

Exporter's Guide to Federal Resources for Small Business

U.S. Government Printing Office, Superintendent of Documents, Washington, D.C. 20402. Phone: 202-783-3238. Publication number 045-000-00263-2. Price: \$4.75. Identifies major federal programs designed to assist small business owners with their exports.

U.S. Small Business Administration International Trade Assistance, Fact Sheet #42

Available through your nearest SBA District Office. Information on SBA's financial and business development assistance programs for the small business exporter.

PERIODICALS

Agexporter

United States Department of Agriculture, Foreign Agricultural Service, Information Division, Room 4638-S, Washington, D.C. 20520-1000. Phone: 202-720-3329. Price: \$17 per year. Magazine on international trade and trade opportunities overseas. Published by the Department of Agriculture.

Business America

U.S. Government Printing Office, Superintendent of Documents, Washington, DC 20402. Phone: 202-783-3238. Price: \$61 per year; \$2.50 each issue. Magazine on international trade issues and business opportunities overseas. Published bi-weekly by the U.S. Department of Commerce.

Export Today

733 15th Street, N.W., Suite 1100, Washington, D.C. 20005. Phone:

202-737-1060. Price: \$49 per year. The "how to" international business magazine for U.S. exporters. Published 10 times a year.

The Exporter

34 West 37th Street, New York, NY 10018. Phone: 212-563-2772. Price: \$144 per year. Monthly reports on the business of exporting.

Foreign Trade

6849 Old Dominion Drive, #200, McLean, VA 22101. Phone: 703-448-1338. Price: \$45 per year (10 editions). Features trade briefs, information on financing, shipping, air cargo, trucks and rails, and current legislation.

Global Trade

North American Publishing Company, 401 North Broad Street, Philadelphia, PA 19108. Phone: 215-238-5300. Price: \$45 per year. Information on international finance, transportation, and commerce.

International Business

American International Publishing Corporation, 500 Mamaroneck Avenue, Suite 314, Harrison, NY 10528. Phone: 914-381-7700. Price: \$48 per year. Reports on overseas market opportunities, global corporate strategies, trade and political developments to assess their impact on U.S. imports, exports, joint ventures, and acquisitions.

Journal of Commerce

Two World Trade Center, 27th Floor, New York, NY 10048. Phone: 212-837-7000. Price: \$295 per year. Information on domestic and foreign economic developments, plus export opportunities, agricultural trade leads, shipyards, export ABCs, and trade fair information. Feature articles on tariff and non-tariff barriers, licensing controls, joint ventures and

trade legislation in foreign countries.

World Trade

Taipan Press, Inc., 500 Newport Center Drive, Newport Beach, CA 92660. Phone: 714-640-7070. Price: \$24 per year. Profiles of successful exporters and reports on international trade developments.

HOTLINES

Export Hotline: 1-800-USA-XPORT

The Export Hotline is a corporate sponsored, nationwide fax retrieval system providing international trade information for U.S. business. Its purpose is to help find new markets for U.S. products and services.

The Export Opportunity Hotline

The Small Business Foundation of America; 1-800-243-7232. Answers questions about getting started in exporting. Advice on product distribution; documentation; licensing and insurance; export financing; analyzing distribution options, export management firms; customs; currency exchange systems; and travel requirements.

Source: Small Business Administration

FYI...

The Maine Economic Growth Council international export benchmark anticipates that the value of Maine's international exports will grow faster, on average, than the growth in value of U.S. international exports from 1994 to 2005.

In 1995, Maine companies exported \$1.49 billion worth of products, an increase of 23 percent from 1994. This data represents the value of products exported from Maine to other countries, but excludes services. More than one third of Maine's exports in 1995 went to Canada.

For more information, contact the The Maine Development Foundation, 45 Memorial Circle, Augusta 04330. Tel: 622-6345; fax, 622-6346; e-mail, megc@mdf.org.

LAW CORNER

Readers should note that the information here is based on Maine law, but is general in nature. It is not intended to be legal advice. Seek the assistance of an attorney for legal advice geared to your particular situation.

Success. Once You Have It, Then What?

BY SARAH LUCK, ESQ.

We all strive for success in our business life, although it can take many forms depending on one's definition. Generally, and hopefully, we can all include in our successes a certain degree of financial gain, which fuels the future success of our business and personal financial security.

Planning for the future is key to reaping the benefits of success, both on a business and personal level. Planning includes thinking about and implementing an appropriate entity choice for our business, and then how we will dispose of that interest upon our death or disability.

Various factors influence these important decisions, including with whom we are in business, what type of business it is, what our personal and family situation is, and who will benefit from the business when we die (remember, that's not an "if" question). This self inquiry and planning is called "Business Planning," but it includes a serious examination of one's personal situation.

"Estate Planning" is business planning's companion and attempts to insure that our success is passed correctly. Estate planning takes into account the business's type and form of ownership and it examines one's

future income needs. It requires a Last Will and Testament and may involve the use of trusts and insurance products. When coordinated with a business plan, it can be a proactive and effective strategy for the future.

As you strive for success, or if you are already enjoying success, remember that you can carefully and effectively provide for the longevity of that success in your own life as well as the lives of others. You should consult a lawyer for information about the best way of accomplishing the goals set forth for your success.

Sarah Luck is an attorney in Portland, practicing commercial law, including business transactions and litigation, real estate, and bankruptcy. She is also licensed to practice in New Hampshire and is a WBDC member. She can be reached at 780-0955.

Business Tax Relief

You can file a claim for 1997 property taxes under the Business Equipment Tax Reimbursement (BETR) program implemented last year.

The BETR program was designed to encourage the growth of capital investment in Maine. It provides certain taxpayers the opportunity to request from the State Tax Assessor a reimbursement of property taxes that have been paid to a taxing jurisdiction on qualified business property first placed in service in Maine after April 1, 1995. The reimbursement may be claimed each year for a period of up to 12 years. Taxpayers who claim the investment tax credit for income tax years ending on or after July 1, 1997 must exclude from BETR claims any investment tax credit.

Business property that qualifies is tangible personal property used or held for use exclusively for a business purpose by the person in possession of it. Tangible personal property may also include construction in progress of such property, and repair and replacement parts. The property must be subject to an allowance for depreciation under the IRS code as of April 1 of the property tax year, or in the case of construction in progress, will be eligible for depreciation when placed into service.

Qualifying business property does not include land or buildings; however, it does include tangible property affixed or attached to a building or other real estate if it is used to further a particular trade or business activity taking place in that building or on that real estate.

To file a claim for 1997 property taxes or for more information, call the Bureau of Taxation, Income/Estate Tax Division, 626-8475. For application forms, call 624-7894.

FYI...FYI...FYI...

The latest U.S. Census data indicates women owned 6.4 million businesses in 1992. Current calculations indicate that women now own almost 8 million firms (including C Corporations)—one-third of all firms.

Employment by women-owned firms rose by more than 100 percent from 1987-1992, compared to a 38 percent increase in employment by all firms. For women-owned companies with 100 or more workers, employment increased by 158 percent—more than double the rate for all U.S. firms of similar size.

BUSINESS PLAN DEVELOPMENT. Identify the components needed. Create your vision into a map of your future.

- Wednesday, July 9, 9 a.m.-noon, Stillwater Professional Park, Bangor

FINANCING: WHAT YOUR BANKER NEVER TOLD YOU ABOUT CREDIT AND LOANS. Take the mystery out of business loans—everything your banker never told you about business credit. How to talk loans to your lender; how to get, read, and repair your credit report. How to ensure you don't turn your own loan down.

- Wednesday, July 16, 1-4 p.m., Stillwater Professional Park, Bangor

WBDC BUSINESS WORKSHOPS

RESOURCES FOR GROWING A BUSINESS. Whom to contact and what to do. Discover resources and skills needed for starting or expanding a business.

- Friday, July 11, 9 a.m.-noon,

Business Info Center, 35 Canal Street, Lewiston

12-MONTH MARKETING. Learn the secrets of low-budget marketing. Discover the variety of marketing tools available to you and leave with a 12-month marketing plan.

- Wednesday, July 9, 9 a.m.-noon, Farmington, location to be announced

- Thursday, July 17, 9 a.m.-noon, 361 High Street, Bath

Free Business Assistance Clinics

WBDC now offers three-hour *free* Business Assistance Clinics every Tuesday. The clinics provide business assistance and present an overview of WBDC loan programs. Walk-ins are welcome, but pre-registration is suggested (if there are fewer than 5 participants registered, the clinic will be cancelled). Choose your location: WBDC's Bangor office (947-5990); the Business Assistance Center in

Lewiston (800-879-4900 or 783-2770); or 361 High Street, Bath (442-7911) to register.

THE CLINICS WILL BE HELD:

July 1	9 a.m.-noon; 6-9 p.m.
July 8	9 a.m.-noon
July 15	9 a.m.-noon; 6-9 p.m.
July 22	9 a.m.-noon
July 29	9 a.m.-noon

QUESTIONS?

CALL

WBDC

AT

947-5990

*Pre-registration
for workshops is
required.*

*All classes are
\$10 for WBDC
members; \$20 for
non-members,
unless otherwise
specified.*

R E G I S T R A T I O N

Yes, I'd like to attend.

Workshop: _____ Date: _____

Enclosed is my registration fee (nonrefundable, unless cancelled by WBDC).

Send payment to: WBDC, PO Box 658, Bangor, ME 04402-0658

Name _____

Business _____

Address _____

City _____ State _____ Zip _____

Telephone (H) _____ (W) _____

MC/VISA# _____ Exp. Date _____

Name on Card _____

Check # _____

For Office Use - BRGB _____

Date _____ Check # _____

WBDC reserves the right to cancel any workshop with fewer than five pre-registrants.

CALENDAR: JUNE - JULY '97

June

17 Tuesday

• **MARKETING AND SALES.** Business Education Seminar Series, sponsored by SCORE of Portland. 1-4 p.m., \$25, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

• **MIDCOAST REGIONAL GROUP MEETING,** 6:30 p.m.

18 Wednesday

• **LEWISTON/AUBURN GROUP MEETING,** 6-8 p.m.

19 Thursday

• **HANCOCK COUNTY REGIONAL GROUP MEETING,** 6 p.m.

• **MARKETING ON A SHOE-STRING.** WBDC workshop. Learn the secrets of low-budget marketing. BIC, Lewiston, 6-9 p.m., \$10 for WBDC members; \$20 non-members. Call 947-5990 to register.

24 Tuesday

• **STARTING YOUR OWN BUSINESS.** Business Education Seminar Series, sponsored by SCORE of Portland. 1-4 p.m., \$25, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

• **MAINE INTERNATIONAL TRADE DAY.** Annual exhibit and workshops of the Maine International Trade Center at the Holiday Inn by the Bay, Portland. Last year's Trade Day included more than 90 exhibitors, including Maine businesses active in international trade and business, service providers, and foreign consultant delegations. For information, call Keith

Luke, Maine International Trade Center, 541-7477.

p.m. Call 947-5990 for information.

26 Thursday

• **ROCKLAND/THOMASTON REGIONAL GROUP MEETING,** Annual picnic.

July

1 Tuesday

• **FREE BUSINESS CLINICS.** Sponsored by WBDC. Bangor (947-5990), Bath (442-7911), and Lewiston (800-879-4900 or 783-2770) 9 a.m.-noon and 6-9

• **PLANNING AND BUDGETING.** Business Education Seminar Series, sponsored by SCORE of Portland. 1-4 p.m., \$25, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

2 Wednesday

• **BELFAST REGIONAL GROUP MEETING,** 6-8 p.m.


3 Thursday

• **PISCATAQUIS REGIONAL MEETING,** 8:30-10 a.m.

8 Tuesday

• **FREE BUSINESS CLINICS.** Sponsored by WBDC. Bangor (947-5990), Bath (442-7911), and Lewiston (800-879-4900 or 783-2770) 9 a.m.-noon. Call 947-5990 for information.

• **STARTING YOUR OWN BUSINESS.** Business Education Seminar Series, sponsored by SCORE of Portland. 1-4 p.m., \$25, space limited. Pre-register by calling SCORE, 772-

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JULY						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

WBDC REGIONAL GROUPS

Regional Support for Women Business Owners

Women's Business Development Corporation's Regional Groups meet monthly in their communities. Business owners gather to learn from each other and share experiences, triumphs, and hopes for the future. Through invited speakers, participants learn about business. Entrepreneurs are invited to bring business cards, brochures, and samples of work to display. All meetings are free and open to the public.

BANGOR AREA

July 9, Wednesday, noon-1:30 p.m., WBDC's main office, 36 Stillwater Professional Park, 36 Penn Plaza (near the Bangor Mall), Bangor.

WOMEN ENTREPRENEURS OF BELFAST (WEB)

July 2, Wednesday, 6 p.m., Belfast Free Library, Abbott Room. Call Kay Retzlaff for details, 338-6468.

HANCOCK COUNTY

July 17, Thursday, 6 p.m., My Fork in the Road Café, 185 State St., Ellsworth. Call Susan Sharpe, 565-3024, or Dorothy Torrey, 963-7888.

LEWISTON/AUBURN

July 16, Wednesday, 6-8 p.m., Business Information Center (BIC), Bates Mill Complex, second floor, 35 Canal Street, Lewiston. Call Sonja Christiansen, 888-879-4900 or 783-2770, for details.

MIDCOAST

July 15, Tuesday, 6:30 p.m., Bath Police Department conference room, 250 Water Street, Bath.

PISCATAQUIS

July 3, Thursday. 8:30-10 a.m. Thompson Free Library Meeting Room, Dover-Foxcroft.

ROCKLAND/THOMASTON

July 24, Thursday, Annual picnic. Contact Chuck Whitehouse for details, 273-8628.

RUMFORD

July 1, Tuesday, 7 p.m. Call Doreen Chartier, 545-2624, for location.

SOUTHERN MAINE BUSINESSWOMEN'S NETWORK (SMBN)

July 10, Thursday, 6:30 p.m. networking; 7 p.m. business meeting begins; Huntington Common, Ross Road, Kennebunk.

CALENDAR: JUNE - JULY '97

1147, 66 Pearl Street, Room 210, Portland 04101.

9 Wednesday

• **12-MONTH MARKETING.** WBDC workshop. Learn the secrets of low-budget marketing. **Farmington** (location to be announced), 9 a.m.-noon, \$10 for WBDC members; \$20 non-members. Call 947-5990 to register.

• **BANGOR REGIONAL GROUP MEETING,** noon-1:30 p.m.

10 Thursday

• **SOUTHERN MAINE BUSINESSWOMEN'S NETWORK MEETING,** 6:30 p.m.

11 Friday

• **RESOURCES FOR GROWING A BUSINESS.** WBDC workshop. Focus on business-assistance programs and financing options available in Maine. **Lewiston,** 9 a.m.-noon.; \$10 WBDC members; \$20 non-members. Call 947-5990 for information.

15 Tuesday

• **FREE BUSINESS CLINICS.** Sponsored by WBDC. **Bangor** (947-5990), **Bath** (442-7911), and **Lewiston** (800-879-4900 or 783-2770) 9 a.m.-noon. Call 947-5990 for information.

• **MARKETING AND SALES.** Business Education Seminar Series, sponsored by SCORE of **Portland.** 1-4 p.m., \$25, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

• **MIDCOAST REGIONAL GROUP MEETING,** 6:30 p.m.

16 Wednesday

• **WHAT YOUR BANKER**

NEVER TOLD YOU ABOUT CREDIT AND LOANS. WBDC workshop. Take the mystery out of business loans. 1-4 p.m., **Bangor,** \$10 WBDC members; \$20 non-members. Call 947-5990 for information.

• **LEWISTON/AUBURN GROUP MEETING,** 6-8 p.m.

17 Thursday

• **12-MONTH MARKETING.** WBDC workshop. Learn the secrets of low-budget marketing. **Bath,** 9 a.m.-noon, \$10 for WBDC members; \$20 non-members. Call 947-5990 to register.

22 Tuesday

• **FREE BUSINESS CLINICS.** Sponsored by WBDC. **Bangor** (947-5990), **Bath** (442-7911), and **Lewiston** (800-879-4900 or 783-2770) 9 a.m.-noon. Call 947-5990 for information.

• **STARTING YOUR OWN BUSINESS.** Business Education Seminar Series, sponsored by SCORE of **Portland.** 1-4 p.m., \$25, space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

24 Thursday

• **ROCKLAND/THOMASTON REGIONAL GROUP MEETING,** 6-9 p.m., Rockland.

29 Tuesday

• **FREE BUSINESS CLINICS.** Sponsored by WBDC. **Bangor** (947-5990), **Bath** (442-7911), and **Lewiston** (800-879-4900 or 783-2770) 9 a.m.-noon. Call 947-5990 for information.

• **BUYING A BUSINESS.** Business Education Seminar Series, sponsored by SCORE of **Portland.** 1-4 p.m., \$25,

space limited. Pre-register by calling SCORE, 772-1147, 66 Pearl Street, Room 210, Portland 04101.

Education

• **SUMMER INSTITUTE: LOW LITERACY SKILLS FOR HEALTH PROFESSIONALS,** at the University of New England College of Professional and Continuing Studies, and sponsored in part by the Maine AHEC Health Literacy Center. Six-day program, July 20-26, for health professionals who regularly use, produce, and/or distribute printed health information. Topics range from effective writing to graphic design. For information, call 283-0171, ext. 2440.

• **ENTREPRENEURSHIP AND SMALL BUSINESS PROGRAM,** programs for marketing, growth, and expansion at the School of Business, University of Southern Maine. USM offers courses at its School of Business, 780-4020; a Premier FastTrac Entrepreneurial Education Program, 780-5929; The Institute for Family-owned Business, 780-5929; and the Maine Small Business Development Center, 780-4420. For information about the Entrepreneurship and Small Business Program at 68 High St., Portland, call 800-800-4876, ext. 5919; or 780-5919.

• **WORKPLACE HEALTH AND SAFETY COURSES,** all free and sponsored by the Maine Department of Labor, Bureau of Labor Standards. A variety of classes will be held throughout the year focusing on OSHA, safety management for supervisors, bloodborne pathogens, ergonomics, electrical safety, health hazards in construction, and trenching and excavation. For information, write Pattie Page, Safety Division, 82 State House Station, Augusta 04333-0082, or fax 624-6449.

• **THE SPACE AT SILO** in Mt. Vernon offers year-round classes, workshops, and events. Programs include Yoga; Tai Chi; African-inspired Drumming; Belly, Ecstatic, and African Dance; Feldenkrais; Authentic Movement; Sing Like You Feel; seasonal celebrations; children's drum; and dance classes. For information, call 293-2239, or write RR 2, Box 1900, Mt. Vernon 04352.

Ongoing

• **THE PORTLAND SMALL BUSINESS DEVELOPMENT CENTER** holds a drop-in afternoon every Wednesday from 3-5 p.m. for those interested in starting a business. Counselors available. No appointment necessary. Call 780-4949 for information.

• **MAINE SOFTWARE DEVELOPERS' ASSOCIATION** meets for networking and to hear speakers on the second Wednesday of each month, 7-8:30 a.m., Executive Dining Room, Phase II Building, UNUM, Outer Congress Street, Portland. Contact Joan Meadow, 866-0496, or e-mail: MeSDA@saturm.caps.maine.edu. All are welcome to attend.

• **ZONTA CLUB MEETING.** Zonta, a worldwide service organization of business executives who work to improve the legal, political, economic, and professional status of women, meets the first Monday of each month at 6 p.m. at the Hilltop Restaurant, **Ellsworth.** Call Brenda Cartwright, 667-9062.

• **THE TUESDAY FORUM.** Networking meetings for working women offering support and the opportunity for business and personal growth, noon-1 p.m., Penobscot Inn, Main Street, **Bangor.** Non-members welcome. For more information, call Helen Munsey, 866-3417.

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CALENDAR

• **GREATER BANGOR CHAPTER OF NOW.** Meets the second Monday of every month at the Peace and Justice Center, Bangor. Call 989-3306 or 825-3962.

• **MAINE CENTERS FOR WOMEN, WORK, AND COMMUNITY,** with offices in Presque Isle, Houlton, Bangor, Ellsworth, Skowhegan, Farmington, Waterville, Augusta, Lewiston, Brunswick, Thomaston, Portland, and Saco, offer a wide array of free services for women wishing to start a business, find employment, or become a community activist. Workshops cover entrepreneurial training, self-esteem, assertive communication, career life planning, and how to be an effective, skilled employee. Referrals to education, training, and job

opportunities are provided. Call 800-442-2092.

• **CAN'T GET AWAY DURING BUSINESS HOURS?** The Business Information Center at 35 Canal Street, Bates Mill Complex, Lewiston, is open Wednesday evenings, 6:30-9:30 p.m., for your business research pleasure. Thanks to SCORE member Phil St. Pierre, Chapter #325. Call 783-2770 or 888-879-4900 for information.

• **THE INVENTREPRENEURS FORUM OF MAINE, INC.** Meets the first Tuesday of each month at University of Southern Maine Campus Center, Rooms A, B, C, Portland. 6:30-9 p.m. Call Jake Ward, 581-1488, or Don Forrester, 797-3985, for information.

WORKING CAPITAL Information Meetings

ELLSWORTH: Noon-1:30 p.m., Tuesday, June 17, Ellsworth Public Library. Contact Dorothy Torrey, 963-7888; fax 963-7855.

LEWISTON: 6-8 p.m., Tuesday, June 24, Lewiston BIC. Contact Van Perry, 784-0193 or 800-831-4230.

A Necessary Resource!

The Maine Women's Business Directory

Your link to the fastest growing sector of Maine's economy: women-owned businesses.

To obtain for your copy, contact WBDC, P.O. Box 658, Bangor 04402-0658. The cost is \$9.95, which includes tax and postage.



WBDC Needs YOU

Would you like to renew your WBDC membership but find yourself short of cash? Would you like to attend the Women Business Owner's Conference this October or be able to bid at next year's Annual Auction?

If so, why not volunteer your office support, hours that can be used as credit toward membership renewal, enrollment in the Mentoring Program, or conference registration.

WBDC needs help in the following capacities:

- Telephone/Reception. 10 a.m.-noon on Monday mornings when the WBDC staff holds its weekly meeting (other days are also possible)
- Database Input. We can teach you!
- Copying, Collating, and Stuffing. Workshop brochures and promotional handouts.
- Annual Meeting and Conference. Work of all kinds—setting up, greeting, cleaning up

WE WILL acknowledge your efforts in *Developments*, keep track of your hours, and reward you with credits toward your annual membership dues, annual meeting attendance, the cost of being a mentoring protegee, and more!

YOU WILL earn our undying gratitude. Your self esteem will soar. You will gain new skills. You will see just how much work is produced by so few people in such a short amount of time. And, your volunteer hours will be useful on your resumé.

Call 947-5990 (Bangor), 442-7911 (Bath), or 888-879-4900/783-2770 (Lewiston) to make an appointment to come see us. *We will be very glad to see you!*

WBDC WELCOMES

NEW & RENEWING

M E M B E R S

Frances Bacon
Beacon's Thorpe Handspun
RR 1, Box 65
Harrington, ME 04643

Terry Badger
56 North Main Street
Orono, ME 04473

M. Frances Bigelow Smith
H. Smith & Associates
95 Beckett Street, #3
Portland, ME 04101-4475
(207) 828-8682

Laurie Bisson
Day's Ferry Fineries
RR 1, Box 149 Day's Ferry
Woolwich, ME 04579
(207) 442-7969

Jean Blanchard
Jean Blanchard Interiors
4 Evergreen Drive
Freeport, ME 04032
(207) 865-1312

Linda Blanchard
Blanchard Quality Consultants
101 College Road
Greene, ME 04236
(207) 946-2378

Anne Branco
Foxglove Farm Herbs
67 Board Eddy Road
Dover-Foxcroft, ME 04426

Linda Coffman
Coffman Enterprises
P.O. Box 545
New Gloucester, ME 04260
(207) 926-3172

Sarah Cox
Lyric Tile Company
Brookway Farm
Brooksville, ME 04617
(207) 326-9622

Sharon Danis
The Brass Ring
300 Guinea Road
Biddeford, ME 04005

Linda Dietz
Traditional Acupuncture
74 Birch Street, Apt. B
Bangor, ME 04401
(207) 990-2024

Karen Dill
Karen Dill Court Reporting
RR 1, Box 247
Mt. Vernon, ME 04352

Michele Dorsey Brooks
134 Westland Avenue
Portland, ME 04102

Joan Dow
Dow & Associates, Inc.
P.O. Box 7242
Portland, ME 04101
(207) 773-7442

Gloria Dwinall
Lyndon Acres Cattery
36 Meadowview
Ellsworth, ME 04605
(207) 667-7543

Tonja Edgecomb
RR 2, Box 2680
Holden, ME 04429
(207) 843-7940

Sue Espana
Vita's Tortillas
71 Curtis Road
Freeport, ME 04032
(207) 865-6774

Maralyce Ferree
Contemporary Clothing
Designs
36 Danforth Street
Portland, ME 04101
(207) 772-8607

Laura Fort
Laura's Sweets
85 Cumberland Street
Bangor, ME 04401
(207) 945-5106

Peggy Fraser
Peg's Paint & Paper
688 Middle Street
Bath, ME 04530
(207) 442-9290

Sherry Grant
Xanadu Specialty Distributing
P.O. Box 467
Dover-Foxcroft, ME 04426

Kay Gray
Primerica Financial Services
203 Airport Road
Corinna, ME 04928
(207) 924-3027

Kathleen Hall
RR 1, Box 131
Machias, ME 04654

Laurie Happanen
Discovery Toys
49 Pine Street
Bath, ME 04530
(207) 442-0426

Annaliese Hood
RR 1, Box 164
Patten, ME 04765

Ardith Houghton
Ardawho Is, Inc.
596 Castine Road
Orland, ME 04472
(207) 469-5919

L. Elizabeth Hoy
Livermore Falls Trust Co.
RR 1, Box 688
Turner, ME 04282-9731
(207) 225-3700

Renee Hudgens
100 Fourth Street
Bangor, ME 04401

Colleen Ingraham
Ingraham's Dinner House
417 Commercial Street
Rockport, ME 04856
(207) 236-3114

Penny Jackson Pray
Transcription At Its Best
P.O. Box 456
Winthrop, ME 04364
(207) 377-2197

Dianne Kidder
GroupWorks
P.O. Box 163
Lisbon, ME 04250
(207) 353-5835

Naomi King
Tabitha Jeans' Restaurant
94 Free Street
Portland, ME 04101
(207) 879-1978

Sandra Kudrak
Veterinary Housecalls for Cats
RR 2, Box 388
Orrington, ME 04474
(207) 825-2105

Louise Leavitt
Ayn Enterprises
14 Eider Lane
Topsham, ME 04086-1504
(207) 721-0019

Lenora Leibowitz
Haeare Judaica
12 Spring Street
Augusta, ME 04330
(207) 623-4359

Shawn Lewin
Box 627
Milford, ME 04461
(207) 795-8805

Bernice MacDonald
National Media Services
P.O. Box 837
Bucksport, ME 04416
(207) 825-4085

Toni Merrick
Toni Merrick Healing Practitioner
Box 494
South Freeport, ME 04078
(207) 865-3386

Susan Mullins
Stencil Works
P.O. Box 2176
Bangor, ME 04402-2176
(207) 990-5927

Gilda Nardone
Women, Work & Community
46 University Drive
Augusta, ME 04330-9410
(800) 442-2092; (207) 621-3427

Lois Nealley
Snow & Nealley Co.
P.O. Box 876
Bangor, ME 04402-0876
(207) 947-6642

Mary Ann Pickard
FoodSmart
RR 1, Box 2121
Oakland, ME 04963
(207) 465-8232

Cathie Preyer
Stencil Works
P.O. Box 2176
Bangor, ME 04402-2176
(207) 990-5927; (207) 941-2900

Tracy Reed
Maine Commercial Realty
241 State Street
Bangor, ME 04401
(207) 945-4500

Gloria Richard
Lakeview Haven Rest Home-
Unlimited Ent.
639 Quaker Ridge Road
Leeds, ME 04263
(207) 946-5820

Mary Rush
Mert Enterprises
P.O. Box 1234
Bangor, ME 04402-1234
(207) 942-4585

Joanna' Sampson-McCabe
J. Sampson-McCabe, Silver-
smith
252 Washington Street
Bath, ME 04530
(207) 442-8865

Jane Searles
Women, Work & Community
355 Maine Avenue
Bangor, ME 04401-4331
(207) 581-6132

Debbie Sjogren
18 Emerson Drive
Hampden, ME 04444

Joelle Snider
Snow & Nealley Co.
P.O. Box 876
Bangor, ME 04402-0876
(207) 947-6642

Dana Sumner
KVCOG
17 Main Street
Fairfield, ME 04937-1119
(207) 873-0711

Karen Swan
The Enchanted Swan
P.O. Box 555
Belgrade Lakes, ME 04918
(207) 495-2264

Patricia Touchette
Healthscents
23 Michaud Avenue
Lewiston, ME 04240

Cindy Villanueva
Mary Kay Cosmetics
P.O. Box 125
Gouldsboro, ME 04607
(207) 963-4049

Mary Lou Wade
158 Parkview Avenue
Bangor, ME 04401

Myra White
Paper Trails
RR 1, Box 4120
Camden, ME 04843
(207) 236-4060

Nancy Williams
Nance's Crackers
RR 1, Box 950, Silverlake Road
Bucksport, ME 04416
(207) 469-2760

PAULA A. DAY & ASSOCIATES

International and Domestic Commercial Arbitration and Mediation Services

Proposition: *When business conflicts arise, the best
place to resolve them is in court.*

Response: *Not!*

Please Call For A Complete Description
of Our Private Dispute Resolution Services

Tel 207-623-9811

Fax 207-622-9739

E-mail PADay@ibm.net

Member: ME Bar Assoc., American Arbitration Assoc., Society of Prof. in Dispute Resolution, MADRP

How to Become a Member of WBDC

MEMBERSHIP CATEGORIES. PLEASE CHECK ONE

____ Business Owner \$50 ____ Patron \$500 ____ Individual/Professional \$35

Name _____

Business Name _____

Business Location _____

Mailing Address _____

City _____ State _____ Zip _____ County _____

Phone (W) _____ (H) _____

Business or Profession _____

This information will be published in our Membership Directory, unless you specify otherwise.
WBDC is a non-profit membership organization. Any contribution you make would be appreciated and is tax-deductible to the extent allowed by law. If you are on a limited income, any donation entitles you to membership. Send this application to: Women's Business Development Corp., PO Box 658, Bangor, ME 04402-0658.

it's the same problem you had last year.

And a couple of "author unknowns." (My guess is that they didn't want to be identified.)

"Footprints in the sands of time were not made by sitting down."

"Those who would bring great things to pass must rise early in the morning." (?)

Elbert and friends are cheery fellows, aren't they? At the point of reading their wisdom, I actually had just crawled out of a glorious and much needed sleep-in, I was definitely sitting down, feeling satisfied, and I hung my head in shame over a couple of problems I haven't solved in many a spring. By the definitions of Elbert, Calvin and club, I just woke up a failure. This did not put me in a good mood. I wanted to read that a business woman succeeded by following inner rhythms, stealing a long sleep, and indulging in hot fudge sundaes. The guys weren't giving it to me.

I can be tenacious, disciplined, and constant. I can leave an occasional wobbly footprint in the sands of time. I do believe that success is about persistence and perspiration. But sometimes I want the perspiration compliments of sun, a broad brim hat, and a naughty novel. Einstein got his best ideas while shaving. I might just get mine watching others putting footprints in the sand.

I also found in "Elbert's file" notes obviously taken at some 'success' workshop: four pages of "I ams" defining success. Some examples:

- I attract contracts
- I am free of unwanted habits
- I plan at night for the next day
- I say the right thing at the right time. I take my business cards with me wherever I go. I am whole and complete.

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My vision of this woman is a combination of Lilith (of "Cheers" and "Frasier"), a Mother Superior and Leona Helmsley before prison. She never puts her foot in her mouth, always sits serenely with her day-planner after tucking cherubic children into bed, picks up new contracts in the frozen food aisle (always a biz card attached to grocery list), and has methodically eliminated all evil habits and wanton ways. Life is a barrel of fun and systematic success. Elbert would love her.

I had almost decided to leave success to Elbert and go find Ben & Jerry. Then an old yellowed paper fluttered out of the file. Years ago I had titled it "MY Kind of Success." At the top I had quoted Booker T. Washington,

a man who had seen his share of suffering: "Success is to be measured not so much by the position that one has reached in life as by the obstacles which he has overcome." What a kinder, gentler definition, especially for women in business. The workplace and the kinder, gentler female conditioning can present "sweet obstacles" to success à la Elbert. To me Booker beats him any day. But this tattered old page held still another look at success, attributed to Emily Dickinson:

"He has achieved success who has lived well, laughed often, and loved much; who has gained the respect of intelligent men and the love of little children; who has filled his niche and

accomplished his task; who has left the world better than he found it, whether by an improved poppy, a perfect poem, or a rescued soul; who has never lacked appreciation of earth's beauty or failed to express it; who has always looked for the best in others and given the best he had."

Elbert, Thomas, Calvin and club offer us guideposts and reminders that persistence matters. Emily and Booker, however, tell us that success comes in many different packages.

Snooze a little, laugh often, love others and give the best you have. The world and your business will probably both be a better place.

Katherine Lyons develops and delivers corporate training and conference keynotes on the strategic use of humor and creative thinking. Through her consulting business, The Lightforce Resource Network, she has traveled cross-country attempting to transform the terminally professional. Based in Kennebunkport, she is also the founder of *The Society for Ladies Who Laugh Out Loud*, an international network of rebellious, overworked women! Call 967-4676 for information.

What Is Success without Failure?

Strolling about the Web, we found the following article about small business failures and women. To get to the site, which has much more about women and business, type in <http://www.mindspring.com/~higley/project.htm>. Unfortunately, the site failed (no pun intended!) to tell us who they are, so we can't give credit where credit is due.

How to Avoid Failure

"It's so easy to quit; success often takes longer than you had ever expected. But the longer you stay with it, the more you learn about the different angles of it. If things do not seem to work one way, you begin to ask yourself, 'How about this way,' and before you know it, you know more about the business than your competitors do." - Heida Thurlow, CEO of Chantal Cookware Corporation, annual sales of over \$10 million.

Small business failure rates are relatively high among entrepreneurs. Women entrepreneurs face many additional challenges when beginning a small business venture. Consider the following statistics: 24% of new businesses fail within 2 years, 51% fail within 4 years, and 63% fail within 6 years. By reading the following section, a better understanding of what causes those failure percentages will hopefully be gained. Tips on how to avoid failure are listed as well.

There are many reasons that small businesses fail:

- management incompetence
- lack of experience (managers and employees)
- poor financial control
- lack of strategic planning

- uncontrolled growth
- poor location
- lack of inventory control

A woman pondering small business ownership should familiarize herself with the list above. By becoming acquainted with the potential "pitfalls," you will make yourself more aware of factors that could lead to business failure. Knowledge is power!

Below is a list of ways on how not to become just another failure statistic:

- Be flexible with your business. If a product or service is not working, don't be afraid to change your focus.
- Pay attention to pertinent periodicals and trade magazines. Be responsive to your marketplace.
- Know your competition.
- Acknowledge your personal weaknesses. For example, if you are bad with math, then consider hiring an accountant.
- Be proud of and acknowledge your strengths.
- Hire a knowledgeable staff. If you

remember only one thing on this list, then this tip should be it. Your employees will set the tone for your business, so choose them carefully.

- Learn to manage your employees effectively.
- Don't be afraid to rely on "gut feelings" or intuition. After all, intuition is often described as being comprised of judgment and experience.
- Don't be intimidated by salesman, bankers, lawyers, or other business owners. You are smart and brave enough to start your own business. Take pride in that!
- Don't give up. Take things one step at a time. Follow an "inchworm" philosophy. Let your business progress, but also allow time to pause, regroup, reassess, and then move forward. Don't let your business's growth escape your capabilities.
- Prepare a business plan.
- Don't be intimidated by financial statements. If you are able to prepare them yourselves, then pat yourself on the back. If your accountant prepares your statements, then attempt to understand the basic logic behind them.
- Remember to advertise. Otherwise, people could either never know your business exists, or they might forget about your business.
- Know what type of image you would like your business to portray.
- Remember, the customer is always right! Customer service is key.

*To attain excellence
you must care more
than others think is
wise, risk more than
others think is safe,
and dream more
than others think is
practical.*

- Anonymous

Here's what others had to say.

"Having a baby this year and being able to stay home with him."

— Cynthia Bowen Rogers; *Luna Design & Illustration; Union, Maine*

"Success is being able to live my life the way I want to."

— Diane Russell Kidder; *GroupWorks; Lisbon, Maine*

For most of my working life, I thought I had achieved success because I was making lots of money in positions of high rank, visibility, and power. But a couple of years ago, I realized that I had achieved "success" at the cost of everything else. Regular 60 to 80-hour weeks and an obsession with furthering my career had left me with no friends, no significant other. Overweight. Rarely getting a chance to get out into the country, or even to see a sunset or a sunrise. Never having the time to go to museums or concerts. Operational or financial reports as my primary reading material. Never a real vacation, without a briefcase full of work

to do and frequent, daily communication with the office by phone or fax.

Finally, in 1995, I said "enough". With great trepidation but much excitement, I chucked everything—position, home, sports car, and business suits—withdrew my life's savings from the bank, and took a year off to travel and think. Many months later, on the other side of the world, I came to this simple realization. Success is achieving a state of balance in your life, where your physical, emotional, relationship and spiritual needs receive as much attention as your career and financial needs.

— Elena McCall; *McCall Resource Group; Portland, Maine*

"It's a deep question. Being home to raise my children, but still having a life and doing my part for society. Being able to contribute to the family. Trying to maintain my business at a good standing until my children get into school and then maybe expanding."

—Joan Stambach; *Brittany Welsh Cookies; Lisbon Falls, Maine*

"It doesn't mean money. Success is not about work, but it's doing work that's fun to do. It's about do-

ing something makes you feel good; making somebody happy even when it's as simple as serving tea."

— Frances Browne; *MacNabs Tea Room; Boothbay, Maine*

"Success in my business has nothing to do with money, but it's about exploring the artistic part of myself."

— Angela Butera Dickson; *Angelworks Pattern & Gift Company; Carmel, Maine*

"Success is working at something I love with passion and enthusiasm. It's about drawing on my own inner strength, resourcefulness, perseverance, and support system to make my business grow. Success is a state of mind; I know I can do anything if I put my mind to it."

— Deb Bomaster; *PlayWorks; Portland, Maine*

"Success sounds like a goal, but I think it's a process, a continually changing way of doing the best you can at what you are doing. As you feel your way through the process, you refine what it is that you do best and become more successful."

— Paula Green; *Peagreen Card Company; Washington, Maine*

"For me success would have to do with achieving a balance between my business and my family, so that I feel like I'm building my business and watching it grow, feeling competent and confident and still not feeling like I'm pulling too much energy away from my family. I'm not always there, which is why I'm growing my business very slowly."

— Colleen O'Neill Conlan; *Winterlong Herbs; Vinalhaven, Maine*

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SETTING SMART GOALS

That Doesn't Mean Casting Them into Stone

BY JENNIFER HILL

Setting goals is not something I've spent much time doing. Whether it's a personality thing or a gender thing or an inherited thing, I don't know. I just don't engage in the process much and never have. There is a faction of people, though, who swear by it and I was beginning to get the slightest bit curious about exactly how it was done when Jim McConnon came into my life.

Jim McConnon is a Business and Economics Specialist with the University of Maine Cooperative Extension. Jim is a great believer in the practice of setting goals as a way to measure success. His recent workshop in Waldo County on "Pricing your Business Service for Profit" provided some concrete questions we can ask ourselves about what it is we're looking for in our businesses.

For instance, you might want to ask yourself how much time you want to devote to your business. An article I read when I first started my business said that going into business means working late into the night and all weekend. Not for me, I thought. I decided to charge enough money and keep my expenses low so that I didn't have to work full-time. That works well for me, as I'm not just a business owner but a mother, too.

Then might come the simple question of what is it you want to do with the time you spend working. Talk to a friend about your business and ask her to notice when your eyes light up—that's the work for you to be focusing on. Then figure out how to hire somebody else to do the other stuff. I'm in the process of hiring a cleaning service. It took me a long time to figure out that this was a need in my life. My friends tell me that a very dull look comes across my face when the topic of housecleaning comes up.

How much money do you need in order to survive? And how much extra would you like? While making big money isn't a motivator for many

women, we need to consider profit. It's not just the actual time we're spending servicing our customers, but the risk we're taking just being in business. Those night sweats when we're wondering how we're going to pay the bills—we need to include that time in our cost of doing business. Jim describes it like this: "For a service business, the price you charge should cover a portion of your overhead expenses, project materials, your wage, and your desired profit." We've got to take that "desired profit" seriously.

Consider if you want to earn a living wage, or just want to earn some extra money. Would just breaking even be okay? There may be short term goals where money is the least important thing to consider. It might be worth it to relax on the profit margin a bit if you're learning how to do something, or meeting some key people in your field.

Is doing business for you about creating a certain image in your community? Is it about status among your peers? Be frank and honest with yourself. Include everything you get out of having your own business. When you know why you're in business, you can zone in on the good stuff, refining it until you get to nirvana, I guess.

Jim suggests that you set *smart* goals. In other words, the goals you set should be:

- Specific
- Measurable
- Attainable
- Rewarding
- Timed

If we consider each of these, we will find motivation for achieving our goals. Jim McConnon swears by it.

The only problem with setting goals for me is remembering that I made them up and I can redirect them. I can get so compulsive about making something go according to a previously arranged plan that I forget to notice life as it goes by. Yes, spring is here and the buds are arriving, just according to schedule. Predictable, but enchanting nonetheless.

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Some Advice

Small disadvantaged businesses need to learn the specifics of an agency's mission and budget before they try to sell to a government buyer, according to the "Minorities in Business Insider". Do your homework and determine what the agency needs, say agency representatives.

"As other small business experts have told us, minority firms should not offer to provide virtually anything the agency might need, essentially say, 'What do you need?'" the "Insider" said. That's a quick turn-off.

Washington Budget Talk

The 1997 federal budget boosts funding for the Small Business Administration, which oversees sec. 8(a) and other business development programs.

The SBA FY97 budget is \$28 million more than 1996 appropriations. The surety bond fund received a \$1.2 million boost so that the SBA could continue guaranteeing the work of many small contractors who otherwise could not get bonding.

Source: Minorities in Business Insider

New England Vendor List

The Genral Services Administration has a prequalified vendor list for construction firms in Maine, New Hampshire, and Vermont. The list includes small businesses, including minority- and women-owned businesses, that meet certain experience and past performance standards. The contractor list will be used for construction projects ranging in cost from \$2,000 to \$10,000. For information, call 617-565-7736; e-mail, jen.pickering@gsa.gov.

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Membership in ICAM includes a one-year membership in WBDC.**

The Business Needs of Maine Women Entrepreneurs

Last February, WBDC distributed a survey to its members to gain a better understanding of issues facing Maine businesswomen; 126 returned their surveys. The following is a synopsis of the results.

One question asked business-owners to rate factors important to their business. The number one factor was "larger customer base," indicated by 72.41 percent of respondents as first, second, or third on their list.

Second was "better marketing and advertising," indicated by 66.66 percent of respondents.

The third factor was "more networking and sales leads" with 45.88 percent choosing it as either first, second, or third.

Although a fair majority of business owners are seeking more customers, export is the last thing on their list for increasing that base. Many businesses don't yet regard out-of-state markets as viable.

The survey expressed a common need for better marketing of products and services.

"To get on the Internet" was the desire of many looking for more marketing options. Other respondents stated a need for marketing programs, especially funding, to help expose products to a wider audience.

Personal concerns, especially the need for setting goals, time management, and stress reduction were also important. The phrase "more hours in a day" was repeated by many, highlighting the need for help in alleviating time crunches and stress.

Many of the returns repeatedly expressed the need for better access to current information on all subjects related to running a business and living a more sane life.

"How do I find more upscale clients?" was asked many times by business owners. Internet training, mar-

keting training, training, and training was the answer.

Many of the women returning their surveys said they considered their businesses successful when it was earning enough to pay for retirement and personal expenses. Beyond that, they want their businesses to bring in extra cash to go traveling and otherwise broaden their horizons. What does this indicate? That many women-owned businesses in Maine have moved beyond the ability to cover their expenses.

Over the course of the survey's distribution, WBDC was also hearing from businesswomen on issues not specifically embodied in the survey. Many of those concerns have been noted. WBDC is using this information to develop new programs and services for its members.

WBDC hired Carol Brodeur to help develop new marketing pro-

grams for members. Marketing products and services to wider audiences will be the theme and every method will be explored.

WBDC is also collaborating with several organizations to offer workshops and conferences on all business subjects. WBDC regional groups foster networking and business discussion among women business owners. WBDC's finance programs offer loans from \$500 to \$15,000.

Watch *Developments* for news about expanded resources for growing your businesses. And if you know someone who could benefit from the information, support, and credit offered by WBDC, please tell them they are welcome to attend any meetings or workshops.

Thanks for you help in making WBDC more responsive to its members. If you have any concerns, information, and suggestions for making WBDC better, please contact mMary Denzer, P.O. Box 198, Bath 04530; 207-442-7911; e-mail, denzerac@clionic.net.

WHAT THE SURVEY ASKED

If you want to increase business income, please rate the following factors in order of importance to your business. Begin with 1 as the most important until you reach 10, the least important.

- ☐ Increase in quality of product or service
- ☐ Better financial recordkeeping
- ☐ Better location
- ☐ Access to business loans
- ☐ Availability of good help
- ☐ Better marketing and advertising
- ☐ Larger customer base
- ☐ Availability of export opportunities
- ☐ More networking and sales leads
- ☐ Availability of low-cost technology (i.e., Web Page space)

I will consider my business successful when it:

- ☐ Pays part of my business expenses
- ☐ Pays all of my business expenses
- ☐ Provides part of my household income
- ☐ Provides major support for my household
- ☐ Allows me to put aside money in savings
- ☐ Allows me to put away money for retirement
- ☐ Allows me to (other)

To increase my business revenue I need:

	I have	I use	I have access to	I will have access to in the future
Business Phone	[]	[]	[]	[]
Answering Machine	[]	[]	[]	[]
Computer/Printer	[]	[]	[]	[]
Modem	[]	[]	[]	[]
E-Mail	[]	[]	[]	[]
Internet Access	[]	[]	[]	[]
Fax Machine	[]	[]	[]	[]

It's Not the End of the Road

The following is excerpted from a research conducted in 1994 by Richard F. Fullenbaum and Mariana A. McNeill and commissioned by the Small Business Administration. It focuses on the personal experiences of small business owners whose businesses failed. It surveyed 101 individuals who had gone through bankruptcy and who were willing to talk about their businesses. They were typically male (81 percent of the respondents), middle-aged (46 years old), well-educated (some college), and married (75 percent of the sample).

For a complete copy of the study contact the National Technical Information Service, U.S. Department of Commerce, 5285 Port Royal Road, Springfield, VA 22161; 800-553-6847; Order number: PB94-175718.

Statistical analysis of the survey results strongly suggests a number of conclusions regarding the failure process.

- Failure does not appear to be associated with individuals who have

little prior work experience. In fact, the opposite is true: the average level of previous work experience was 14.5 years, comprising a diverse set of sectors and occupations. More than 50 percent of the respondents had never owned a business before starting the bankrupt business; a significant minority of the respondents (37 percent) had been entrepreneurs before.

- Failure is not generally associated with the end of one's career. Only 12 percent of the respondents left the labor force. Of those who remained, more than half (53 percent) became owners of another business; the rest pursued wage-and-salary employment. Generally, people tended to come from and gravitate back to the industries of their bankrupt business.

- Typically, the post-bankruptcy experience shows former owners moving quickly back into the business/employment mainstream. The size of the average post-bankrupt

business seems considerably smaller than the business that went bankrupt.

- The financial implications of the failure process are not devastating. The post-ownership profile strongly suggests a significant recovery from any financial hardship that the business failure may have imposed on the former owner. From both a current income and a net worth perspective there was significant improvement during the study period. Those who become wage-and-salary workers, however, report greater and faster financial recovery than those who remained business owners.

- Two distinct groups emerged from the 101 owners of bankrupt businesses studied. The first distinct group owned several businesses before the bankrupt one; they also started another business shortly after their current bankruptcy. For these "committed entrepreneurs," bankruptcy appears to be a part of a cycle of starts, failures and rebirths. By contrast, a second group of "one-time entrepreneurs" were wage-and-salary workers both before and after their bankruptcy experience.

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- The median level of liability left by the failed business was \$172,800. The largest portion (\$120,000) was held by creditors holding security. It was not possible in this study to assess the ultimate costs to these creditors. All creditors having unsecured claims without priority were left with a median loss of \$72,000; the largest single group among these creditors were the suppliers of non-bank loans at \$40,700.

- The responses to two speculative questions capture important non-economic aspects of the bankruptcy experience. When asked "If you were to do it all over again, would you have started your bankrupt business?" 61.4 percent of the respondents answered "Yes." When asked "Would you ever start your own business again?" 73.2 percent answered "Yes."

Houlton Photographer Finds Success with Target Marketing

Rosalind Morgan, co-owner of Fox Hollow Photography and Design in Houlton, is beginning to see the rewards of her targeted advertising. She placed a full-page ad featuring examples of her photography in *Direct Stock 5*, a directory of stock photography that is distributed to thousands of photo buyers. Now, those buyers are calling instead of her making cold calls to them!

Roz's first sale was a photo of hot-air balloons that was used on the cover of the 1997 "Summer Opportunities for Kids and Teens," published by Peterson's Publishing. That was followed by a call from Target Drugs to use the same image on an invitation. Now, *Reader's Digest* will be printing her photo of canoes on Daicey Pond, Baxter State Park, across a two-page spread in its July 1997 issue.

Target advertising does work, says Roz.

But, photography and running a business are not the only accomplishments in Roz's life: She is also the Maine State Bench Press Champion in the Women's Master Class. On June 21, she travels to North Attleboro, Massachusetts, to compete in the New England Bench Press Championship.

Good luck, Roz!

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For information, call Gayle Briggs, Center for Technology Transfer, 780-1744.

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Fastest Growing Occupations in Maine, 1992 to 2005

Thinking about starting a business? Here are some projections from the Maine Department of Labor.

OCCUPATION TITLE	EMPLOYMENT 1992	EMPLOYMENT 2005	PERCENT INCREASE	AVERAGE HOURLY WAGE
Personal Home Care Aides	489	1,092	123.3	\$6.97
Computer Engineers	193	403	108.8	24.04
Human Services Workers	942	1,956	107.6	8.94
Systems Analysts, EDP	1,122	2,296	104.6	20.27
Adjustment Clerks	804	1,608	100.0	9.61
Home Health Aides	2,199	4,355	98.0	6.93
Dental Hygienists	766	1,320	72.3	16.29
Medical Assistants	584	998	70.9	8.03
Correction Officers & Jailers	1,242	2,111	70.0	8.96
Dental Assistants	620	1,050	69.4	9.21
Physical Therapists	515	86.3	67.6	20.24
Psychologists	837	1,359	62.4	22.30
Physical Therapy Assistants	234	377	61.1	8.85
Nursery Workers	261	412	57.9	6.25
Psychiatric Aides	185	289	56.2	5.98
Funeral Directors & Morticians	135	210	55.6	17.20
Telemarketers & Related	983	1,521	54.7	6.67
Child Care Workers	4,523	6,971	54.1	6.57
Residential Counselors	936	1,441	54.0	7.93
Insurance Adjusters/Examiners	582	895	3.8	14.62
Nursing Aides & Orderlies	9,729	14,849	52.6	7.24
Radiologic Technologists	564	859	52.3	13.27
Bill & Account Collectors	571	869	52.2	9.66
Transportation Agents	159	240	50.9	13.21
Paving Equipment Operators	387	575	48.6	9.39
Radiologic Technicians	270	398	47.4	12.88
Operations & Research Analysts	179	263	46.	24.43
Dietetic Technicians	158	232	46.8	8.86
Laundry & Drycleaning Operators	1,002	1,455	45.2	6.19
Tax Preparers	269	389	44.6	12.93
Insurance Claims Clerks	563	798	41.7	11.29

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WBDC REGIONAL GROUP MEETINGS

bangor • belfast • lewiston/auburn • midcoast • piscataquis • rockland/thomaston • rumford • york county

BANGOR
July 9

BELFAST
July 2

HANCOCK COUNTY
July 17

LEWISTON/AUBURN
July 16

MIDCOAST
July 15

PISCATAQUIS
July 3

**ROCKLAND/
THOMASTON**
July 24

RUMFORD
July 1

SOUTHERN MAINE
July 10

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Article: Developments on Survey Results

Section V

The Business Needs of Maine Women Entrepreneurs

Last February, WBDC distributed a survey to its members to gain a better understanding of issues facing Maine businesswomen; 126 returned their surveys. The following is a synopsis of the results.

One question asked business-owners to rate factors important to their business. The number one factor was "larger customer base," indicated by 72.41 percent of respondents as first, second, or third on their list.

Second was "better marketing and advertising," indicated by 66.66 percent of respondents.

The third factor was "more networking and sales leads" with 45.88 percent choosing it as either first, second, or third.

Although a fair majority of business owners are seeking more customers, export is the last thing on their list for increasing that base. Many businesses don't yet regard out-of-state markets as viable.

The survey expressed a common need for better marketing of products and services.

"To get on the Internet" was the desire of many looking for more marketing options. Other respondents stated a need for marketing programs, especially funding, to help expose products to a wider audience.

Personal concerns, especially the need for setting goals, time management, and stress reduction were also important. The phrase "more hours in a day" was repeated by many, highlighting the need for help in alleviating time crunches and stress.

Many of the returns repeatedly expressed the need for better access to current information on all subjects related to running a business and living a more sane life.

"How do I find more upscale clients?" was asked many times by business owners. Internet training, mar-

keting training, training, and training was the answer.

Many of the women returning their surveys said they considered their businesses successful when it was earning enough to pay for retirement and personal expenses. Beyond that, they want their businesses to bring in extra cash to go traveling and otherwise broaden their horizons. What does this indicate? That many women-owned businesses in Maine have moved beyond the ability to cover their expenses.

Over the course of the survey's distribution, WBDC was also hearing from businesswomen on issues not specifically embodied in the survey. Many of those concerns have been noted. WBDC is using this information to develop new programs and services for its members.

WBDC hired Carol Brodeur to help develop new marketing pro-

grams for members. Marketing products and services to wider audiences will be the theme and every method will be explored.

WBDC is also collaborating with several organizations to offer workshops and conferences on all business subjects. WBDC regional groups foster networking and business discussion among women business owners. WBDC's finance programs offer loans from \$500 to \$15,000.

Watch *Developments* for news about expanded resources for growing your businesses. And if you know someone who could benefit from the information, support, and credit offered by WBDC, please tell them they are welcome to attend any meetings or workshops.

Thanks for your help in making WBDC more responsive to its members. If you have any concerns, information, and suggestions for making WBDC better, please contact mMary Denzer, P.O. Box 198, Bath 04530; 207-442-7911; e-mail, denzerac@clionic.net.

WHAT THE SURVEY ASKED

If you want to increase business income, please rate the following factors in order of importance to your business. Begin with 1 as the most important until you reach 10, the least important.

- ☐ Increase in quality of product or service
- ☐ Better financial recordkeeping
- ☐ Better location
- ☐ Access to business loans
- ☐ Availability of good help
- ☐ Better marketing and advertising
- ☐ Larger customer base
- ☐ Availability of export opportunities
- ☐ More networking and sales leads
- ☐ Availability of low-cost technology (i.e., Web Page space)

I will consider my business successful when it:

- ☐ Pays part of my business expenses
- ☐ Pays all of my business expenses
- ☐ Provides part of my household income
- ☐ Provides major support for my household
- ☐ Allows me to put aside money in savings
- ☐ Allows me to put away money for retirement
- ☐ Allows me to (other)

To increase my business revenue I need:

	I have	I use	I have access to	I will have access to in the future
Business Phone	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Answering Machine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Computer/Printer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Modem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-Mail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet Access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fax Machine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

It's Not the End of the Road

The following is excerpted from a research conducted in 1994 by Richard F. Fullenbaum and Mariana A. McNeill and commissioned by the Small Business Administration. It focuses on the personal experiences of small business owners whose businesses failed. It surveyed 101 individuals who had gone through bankruptcy and who were willing to talk about their businesses. They were typically male (81 percent of the respondents), middle-aged (46 years old), well-educated (some college), and married (75 percent of the sample).

For a complete copy of the study contact the National Technical Information Service, U.S. Department of Commerce, 5285 Port Royal Road, Springfield, VA 22161; 800-553-6847; Order number: PB94-175718.

Statistical analysis of the survey results strongly suggests a number of conclusions regarding the failure process.

- Failure does not appear to be associated with individuals who have

little prior work experience. In fact, the opposite is true: the average level of previous work experience was 14.5 years, comprising a diverse set of sectors and occupations. More than 50 percent of the respondents had never owned a business before starting the bankrupt business; a significant minority of the respondents (37 percent) had been entrepreneurs before.

- Failure is not generally associated with the end of one's career. Only 12 percent of the respondents left the labor force. Of those who remained, more than half (53 percent) became owners of another business; the rest pursued wage-and-salary employment. Generally, people tended to come from and gravitate back to the industries of their bankrupt business.

- Typically, the post-bankruptcy experience shows former owners moving quickly back into the business/employment mainstream. The size of the average post-bankrupt

business seems considerably smaller than the business that went bankrupt.

- The financial implications of the failure process are not devastating. The post-ownership profile strongly suggests a significant recovery from any financial hardship that the business failure may have imposed on the former owner. From both a current income and a net worth perspective there was significant improvement during the study period. Those who become wage-and-salary workers, however, report greater and faster financial recovery than those who remained business owners.

- Two distinct groups emerged from the 101 owners of bankrupt businesses studied. The first distinct group owned several businesses before the bankrupt one; they also started another business shortly after their current bankruptcy. For these "committed entrepreneurs," bankruptcy appears to be a part of a cycle of starts, failures and rebirths. By contrast, a second group of "one-time entrepreneurs" were wage-and-salary workers both before and after their bankruptcy experience.

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Brochure: Annual Women Business Owners Conference

Section VI

Presented by
**WOMEN'S
BUSINESS
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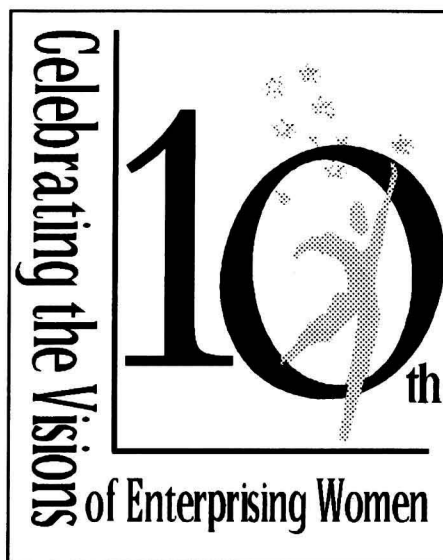
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Annual Women Business Owners Conference

Niche Marketing: Finding Your Customers

October 22, 1997

Augusta Civic Center

The Women Business Owners Conference is accessible to the physically impaired and is an equal opportunity event.

WOMEN'S BUSINESS DEVELOPMENT CORPORATION

*W*elcomes you

to our exciting TENTH Annual Women Business Owners Conference! The Conference has a new look this year. For your convenience and clarity, we have grouped workshops into five major categories: FINANCE, TECHNOLOGY, MARKETING, MANAGEMENT and COMMUNICATIONS. We also expanded the "Experience Level" to include "Subject Knowledge" to help you so you won't waste your time on workshops too basic or advanced for what you know on a given subject. A timeline in our centerfold should help you to organize your day. Plan to visit our Trade Show, as well as TECHNOLOGY TODAY, our newest Conference feature, where you can experience the Internet and other computer applications firsthand.

As you will see, this Conference is bursting with information and activity. All we need now is YOU! Bring a friend to this year's Conference and you each get \$10 off your Registration Fee! (See our Registration Form for more details...) See you at the Conference!

Presented by

**WOMEN'S
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KEYNOTE SPEAKER

Michaela Walsh

MICHAELA WALSH has combined a career in investment strategies with wide experience, both professional and pro bono in the Not-For-Profit sector. In the 1960's and 1970's, she broke the gender barriers as the first woman partner of Boettcher and Company and the first woman manager of Merrill Lynch International. She helped formulate the Rockefeller Brothers Fund's effort to encourage innovative and small-scale sustainable projects worldwide and she directed the assessment of technology for local development for the U.S. Congressional Office of Technology Assessment. Currently, Ms. Walsh is working with Zimbabwe Progress Fund (Pvt) Ltd., a new venture capital fund that links equity or small- to medium-scale businesses with management and marketing assistance in South Africa.

Ms. Walsh's proudest accomplishment has been as the founding president to Women's World Banking (WWB), a unique agency developed to respond to the vast, unmet need to provide women, particularly in Third World countries, with access to credit and financing. Planning began at a time when there were few women bankers anywhere in the world and when women, even those of substantial means in the most advanced Western countries, were systematically denied banking services in their own right. Its capital fund (which was expanded from US \$80,000 in 1980 to nearly US \$7 million in 1990) allowed WWB to make over 57,000 loans totaling US \$11.6 million in 37 countries. With an innovative structure, unlike that of any other international development program, WWB (its capital business is now nearly US \$50 million) has become a mode for development of assistance programs around the world.

Throughout her career of nearly four decades of experience in pioneering new financing strategies, Ms Walsh has been active in numerous organizations, including the Synergos Institute, the Council on Economic Priorities, the Financial Women's Association, The Committee of 200, the International Women's Business Council, Graduate Women in Business, Overseas Development Council, the Asian Securities Industry Institute and the Council on Foreign Relations.

Her work has been widely recognized with honors including the National Organization of Women-NYC Women of Vision Award, the Global 500 Environment Achiever's Award and the United Nations' Paul G. Hoffman Award for outstanding work in development.



FINANCE



F1. CASHFLOW MANAGEMENT DURING GROWTH SPURTS, *Constance Magistrelli, ME Small Business Development Center CEI*
Rapid growth periods can strain your cashflow. Cash becomes tight as expenses increase to meet demand for your product or service. We will discuss how to forecast and manage your cash during this high risk time. Bring your questions and problems.

Experience Level: Growth, **Subject Knowledge:** Advanced 9:00-10:30

F2. BEFORE GOING TO A BANK, *Jane Giles, Key Bank*

Before sitting down with a banker, it's best to have your financial house in order. This workshop will discuss what questions a banker is likely to ask, what kind of financial statements they will need to see and what types of information you should volunteer. **Experience Level:** Start-up, **Subject Knowledge:** Basic 9:00-12:00

F3. INTRODUCTION TO FINANCIAL MANAGEMENT, *Mary Finnegan, Finnegan & Associates*

Start taking control of your company's financial position. We'll talk about budget, cashflow and planning for the future. **Experience Level:** Start-up, **Subject Knowledge:** Basic 10:45-12:15

F4. PRICING YOUR PRODUCT OR SERVICE, *Debbie Metzler, Eastern Maine Development Corporation*

Deciding how much to charge for your product or service is one of the most important decisions you will make in your business. This session will teach you what you need to consider when determining your price, and how much you will need to sell in order to break even and become profitable! **Experience Level:** Any, **Subject Knowledge:** Basic 11:00-12:30

F5. WOMEN & INVESTING: THE ESSENTIALS FOR FINANCIAL INDEPENDENCE, *Linda Piper & Virginia Caruso, Edward Jones Co*

This workshop introduces the principles of retirement planning for women. Several ideas will be discussed to help women become financially independent. Whether you have a current portfolio or don't know what a portfolio is, this workshop is for you!

Experience Level: Any, **Subject Knowledge:** Basic-Advanced 11:00-12:30

F6. RECORDKEEPING, *Susan Sharpe, The Recordkeeper*

Learn some basic bookkeeping techniques. Discover meaning that will benefit your business in simply kept records. **Experience Level:** Start-up, **Subject Knowledge:** Basic 11:00-12:30

F7. GROWING OUR BUSINESSES IN A SUSTAINABLE ECONOMY, *Lu Bauer, CPA*

Following a review of the global trends in resource consumption, population growth and waste production, Lu will challenge us to envision new ways of doing business in an economy which has adjusted to sustainability. **Experience Level:** Growth, **Subject Knowledge:** Basic 1:45-4:00

F8. WHEN IT ALL COMES DOWN TO MONEY, *Panel: Finance Authority of Maine (FAME), Small Business Administration (SBA), Women's Business Development Corporation (WBDC), Coastal Enterprises, Inc.(CEI), Bar Harbor Banking & Trust*

In addition to traditional lending sources, there are a variety of state and federal business assistance programs designed specifically to help business owners obtain the financing needed to start up or expand. This panel will discuss some of the more non-traditional financing programs available through FAME, SBA, WBDC, CEI and local banks. **Experience Level:** Any, **Subject Knowledge:** Basic 1:45-4:00



TECHNOLOGY



T9. WHAT COMPUTERS CAN DO FOR YOUR BUSINESS, *Claire Whitmore, Claire's Computer Works*

Find out the variety of uses a computer has for a small business. View the types of software that can produce the results you want. We will touch on the Internet, accounting, word processing, spreadsheets and databases. We will review working with brochures, newsletters, graphs as well as discuss what type of printer will best meet your needs. **Experience Level:** Any, **Subject Knowledge:** Basic 9:00-10:00

T10. INTRODUCTION TO THE INTERNET, *Alina Blakesley, ME Online Consulting*

This beginner's level session will introduce you to the benefits of the Internet. Topics include: How to connect to online services; choosing an Internet access provider; how to determine the best price for access and an overview of E-mail; discussion groups, and the World Wide Web. **Experience Level:** Any, **Subject Knowledge:** Basic 10:15-11:15














T11. TELECOMMUNICATIONS FOR SMALL BUSINESS, *Bob Chiozzi, Coastal Enterprises, Inc.*

A wholistic look at applying technology to your business to increase revenues or lower cost, from using the telephone to marketing on the Internet. **Experience Level:** Any, **Subject Knowledge:** Basic 11:30-12:30

T12. HOW TO WORK THE WEB, *Nancy King, MaineStreet Communications*

We'll explore Internet models, discuss some overall principles for advertising on the Web, and debunk a few myths for small businesses wanting to do business through the Internet. Several prime examples of sites will be viewed; we'll discuss why they are successful and how they generate revenue. **Experience Level:** Any, **Subject Knowledge:** Basic 11:30-12:30

Business Card advertising is available in the Business Owners Resource Book which will be published for the Conference. A Business Card ad is \$10. Five hundred Resource Books will be printed and distributed to all Conference participants. Mail your check payable to WBDC (note that it is for the Resource Book) and business card to WBDC, PO Box 658, Bangor ME 04402-0658 by October 10, 1997.

7:45	8:00	8:30	9:00	9:30	10:00	10:15	10:30	10:45	11:00	11:15	11:30	12:00	12:15	12:30
			TRADE SHOW ➡ ➡ ➡ ➡ ➡ ➡ ➡ ➡ ➡ ➡ ➡ ➡											
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WELCOME and Opening Remarks from LAURIE LACHANCE, State Economist Re: Maine's Economic Environment			T9. WHAT COMPUTERS CAN DO IN YOUR BUSINESS 		T10. INTRODUCTION TO THE INTERNET 				IN-HOUSE LUNCHEON					
			M17. TARGET MARKETING 		T20. BROCHURES: LEAVING AN IMPRESSION 				T12. HOW TO WORK THE WEB 					
									T11. TELECOMMUNICATIONS FOR SMALL BUSINESS 					
			M MGT25. UNDERSTANDING CONTRACT LANGUAGE											
			M MGT26. CHOOSING THE RIGHT PEOPLE FROM THE START						M MGT28. A WOMAN'S DAY: MANAGING PERSONAL RESOURCES, ENERGY AND TIME					
			 M18. MARKETING						 M21. MARKETING YOUR SERVICE BUSINESS					
			\$ F1. CASHFLOW MGMT DURING GROWTH SPURTS						\$ F3. INTRO TO FINANCIAL MANAGEMENT					
			  C31. CROSS-CULTURAL COMMUNICATIONS IN A GLOBAL						 M23. SELLING					
									\$ F6. RECORDKEEPING					
			 MGT19. CUSTOMER SERVICE MAKES GOOD SENSE						 M22. BUSINESS WOMEN IN THE GLOBAL MARKET					
			M MGT27. BUYING, VALUING AND SELLING A BUSINESS											
\$ F2. BEFORE GOING TO THE BANK														
						F5. WOMEN & INVESTING: ESSENTIALS FOR FINANCIAL INDEPENDENCE \$								
						F4. PRICING YOUR PRODUCT OR SERVICE \$								

T13. INTERNET MARKETING, Mike Lawrence, Guy Gannett Communications

Get an overview of the types of Web sites there are, which ones are best for which types of business needs, who's making money and why. From the novice to the more computer savvy, everyone can benefit from this presentation on new media marketing.

Experience Level: Any, Subject Knowledge: Advanced 3:00-4:00

T14. CREATING A COOL WEB SITE, Mary Going, FireGirl

This is not a how-to seminar about the latest fad technology, but a practical guide to creating a web site that your business and your customers can actually use and enjoy! Cool concepts indeed! **Experience Level: Any, Subject Knowledge: Basic 1:45-2:45**

T15. INTERNET RESOURCES FOR WOMEN, Alina Blakesley, ME Online Consulting

A live demonstration of the Internet's growing array of online resources that reflect women's experiences, accomplishments and perspectives. Resources pertaining to women's health, leadership, the arts, child rearing and professional development will be explored.

Experience Level: Any, Subject Knowledge: Advanced 1:45-2:45

T16. BUSINESS RESEARCH ON THE INTERNET, Betsy Tipper, Women's Business Project of Coastal Enterprises, Inc.

Getting lost surfing the net? Learn techniques that will help you use search engines quickly and effectively, locate market research data and news discussions, build a list of helpful sites, and find competitors on the Web. **Experience Level: Any, Subject Knowledge: Advanced 3:00-4:00**



MARKETING



M17. TARGET MARKETING, Michael Lyons, Tower Publishing, Inc.

Learn how to identify and locate your most profitable prospects. Understand data from a variety of sources and directly apply the results to your marketing campaign. **Experience Level: Any, Subject Knowledge: Advanced 9:00-10:00**

M18. MARKETING, Mary Denzer, Marketing Consultant

Get started right with marketing your business. Ten marketing mistakes that you won't want to make. Learn how to market with very little money. **Experience Level: Start-up, Subject Knowledge: Basic 9:00-10:30**

1:00	1:30	1:45	2:00	2:30	2:45	3:00	3:30	4:00	4:30	5:00
TRADE SHOW		➡	➡	➡	➡	➡	➡	➡	➡	➡

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← C32. LEADERSHIP & SUPERVISION: HOW TO BE A GOOD LEADER →

RECEPTION



M24. MARKETING AND STRATEGIC PLANNING



C33. SPEAKING ABOUT YOURSELF AND YOUR BUSINESS



F7. GROWING OUR BUSINESSES IN A SUSTAINABLE ECONOMY



F8. WHEN IT ALL COMES DOWN TO MONEY



MGT29. FORUM ON TIME MANAGEMENT



MGT30. PROTECTING YOUR IDEAS AND NEW PRODUCTS



T14. CREATING A COOL WEB SITE



C35. UPDATE ON
WBDC'S
LEADERSHIP INITIATIVE



T15. INTERNET RESOURCES FOR
WOMEN



T16. BUSINESS
RESEARCH ON THE
INTERNET



C34. BELIEVING IN SUCCESS



T13. INTERNET
MARKETING

M19. CUSTOMER SERVICE MAKES GOOD BUSINESS SENSE, Jim McConnon, *Business & Economics Specialist, UMaine Cooperative Extension*

You can increase sales & profitability through improved customer service. Learn how to more effectively identify and meet the needs of your customers. Topics include: dynamics of customer service; what offends customers; building blocks of customer service; and guidelines for establishing an effective customer service program. **Experience Level: Growth, Subject Knowledge: Basic** 9:00-11:00

M20. BROCHURES: LEAVING AN IMPRESSION, Jan. M. Riddle, *MAEVNSkye Designs*

We will discuss everything from what information should go into your brochure to what kind of paper to print it on and where to have it printed. Bring your ideas and we'll work on them together! **Experience Level: Start-up, Subject Knowledge: Basic** 10:15-11:15

M21. MARKETING YOUR SERVICE BUSINESS, Mary Denzer, *Marketing Consultant*

The only product you have to market is yourself and your service. Find out how to do it right. **Experience Level: Growth, Subject Knowledge: Basic** 10:45-12:15 **SPONSORED BY BAR HARBOR BANKING & TRUST**

M22. BUSINESS WOMEN IN THE GLOBAL MARKET, Carol Pettyjohn, *International Development Advantage, LLC*

This workshop will provide an insight into women working and marketing their products/services in the global marketplace. The presentation will focus on cultural issues, establishing distributor networks, international travel and conducting business internationally. If you are thinking about taking advantage of the many opportunities available internationally, don't miss this workshop! **Experience Level: Any, Subject Knowledge: Basic** 11:00-12:30

M23. SELLING, Carol Brodeur

Tricks on how to sell anything - your products, services and yourself. We'll discuss body language, listening techniques and making connections. **Experience Level: Any, Subject Knowledge: Basic** 11:00-12:00

M24. MARKETING AND STRATEGIC PLANNING, Marcia Feller, *Feller & Company*

The answers are closer than you think. Great headlines and nifty slogans might create name recognition for mega businesses like Nike and Kellogg's, but real answers about how to market a small business come from your own customers. This workshop will help you frame the questions to clients and colleagues that will lead to an effective marketing plan. **Experience Level: Growth, Subject Knowledge: Advanced** 1:45-4:00

M MANAGEMENT M

MGT25. UNDERSTANDING CONTRACT LANGUAGE, *Jeanne Cohn-Connor, Attorney at Law*

A quick study of legal terms in a basic contract. Learn how to keep your contracts simple, how to review a contract drawn up by someone else and make changes where necessary. Sample sales contracts and contracts for services will be shown.

Experience Level: Any, Subject Knowledge: Basic 9:00-10:30

MGT26. CHOOSING THE RIGHT PEOPLE FROM THE START, *Karen Heck & Lynn Cole, The Avalon Group*

Learn how to recruit, screen and hire effectively; save time and money on costly mis-hires/mistakes. We'll talk about creating a want-ad, successful screening, getting the most out of an interview, what's legal and what's not, and selecting the best candidate.

Experience Level: Any, Subject Knowledge: Basic 9:00-10:30

MGT27. BUYING, VALUING AND SELLING A BUSINESS, *Glen Cooper, CBA, Maine Business Brokers' Network*

This workshop is a must for anyone thinking of buying or selling a business. Topics include how to search for a business, key questions to ask, how to maintain confidentiality and how to get paid when you sell.. Workshop filled with solid information and expert advice! **Experience Level: Any, Subject Knowledge: Basic 9:00-12:00**

MGT28. A WOMAN'S DAY: MANAGING YOUR PERSONAL RESOURCES, YOUR ENERGY AND YOUR TIME

Patricia Clark Estes, RPP, Woodbury Hill Polarity

As a business owner, you are your Number One asset and most valuable resource. Introduction to concepts of time-shifting and life balance through awareness and management of your subtle energy systems. Can you really do it "all" without contracting the dreaded Empty Well Syndrome? Come and discover. **Experience Level: Any, Subject Knowledge: Basic 10:45-12:15**

MGT29. FORUM ON TIME MANAGEMENT, *Brenda Cartwright, The Organizer*

When there isn't time to get the things done that need doing, it is time to seek advice from an expert. Bring your concerns; this workshop is centered around you and your time management problems. **Experience Level: Any, Subject Knowledge: Basic 1:45-4:00**

MGT30. PROTECTING YOUR IDEAS AND NEW PRODUCTS, *Celia Leber, Patent Attorney, William Worden of Pierce Atwood and Suzanne Watson, JD, LLM, Maine Science & Technology Foundation*

Come learn how to protect the fruits of your creativity. This forum will provide information on patents, trademarks, copyrights, and trade secrets and how they can be used to add value to your business. Discover how you can find resources through government programs to help commercialize your inventions. **Experience Level: Growth, Subject Knowledge: Basic: 1:45-4:00**

COMMUNICATION

C31. CROSS-CULTURAL COMMUNICATIONS IN A GLOBAL ECONOMY, *Tony Seeger, ProseWorks*

Are you saying what you really want to? If you experience miscommunications domestically, they will only be compounded by cross-cultural interaction. Affordable telecommunications have the power to put every individual in touch with the world on a daily basis which fuels the forces of economic globalization. But, are we understanding each other any better? How successful are your communications? Participate in an interactive seminar that seeks to raise awareness of these all important skills. **Experience Level: Any, Subject Knowledge: Basic 9:00-10:30**

C32. LEADERSHIP AND SUPERVISION: HOW TO BE A GOOD LEADER, *Pat Hinckley, Hinckley Group*

Good leadership is about understanding the dynamics of people, business and creativity. This seminar uses individual and group activities for you to discover your unique leadership style. Gain insight into how personal values affect leadership decisions; understanding the fundamentals of quality leadership; and how to accept and manage responsibility and accountability. **Experience Level: Growth, Subject Knowledge: Basic 1:45-4:00**

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C33. SPEAKING ABOUT YOURSELF AND YOUR BUSINESS, *Barbara Eberhardt, Eberhardt/Impact*

This interactive workshop will introduce you to the strategies for talking about your business at those awkward introductory moments. Whether introductions are made around the table, to a loan officer, or less formally, learn to say the right thing in the right way. Be prepared to practice, out loud. **Experience Level: Any, Subject Knowledge: Basic 1:45-4:00**

C34. BELIEVING IN SUCCESS, *Barbara Sirois Babkirk, Heart at Work*

Our attitudes and beliefs are as critical to our success as our technical abilities and specialized knowledge. We will identify visions and hopes for our businesses, learn specific strategies for transforming the fears that limit risk taking, and open ourselves to new possibilities for success. **Experience Level: Any, Subject Knowledge: Basic 1:45-2:45**

C35. UPDATE ON WBDC'S LEADERSHIP INITIATIVE, *Deb Burwell, Educational Consultant*

Come hear what's happened during the first year of WBDC's Leadership Initiative. Give your feedback on Year One highlights and for Year Two plans. **3:00-4:00**

CONFERENCE SPECIAL *** CONFERENCE SPECIAL ** CONFERENCE SPECIAL
Holiday Inn, Augusta will be offering special rates of \$60/night for Conference attendees, if reservations are made by 10/15/97.
Please contact Holiday Inn at 800-694-6404.

REGISTRATION FORM

Name: _____

Business/Organization: _____

Business Address: _____ County: _____

Daytime Phone: _____ E-mail Address: _____

Fax: _____ PM _____ In Business () Years?

Are you a:

- ☐ Conference Sponsor
☐ Conference Exhibitor
☐ Conference Presenter

MORNING SESSION

Choices:

AFTERNOON SESSION

Choices:

**REGISTER EARLY
WORKSHOPS FILL
UP QUICKLY!**

Bring A Friend and You Each Save \$10 on Your Registrations! Registrations must be postmarked by 10/10/97)

Please register my Friend:

Name: _____

Business/Organization: _____

Business Address: _____ County: _____

Daytime Phone: _____ E-mail Address: _____

Fax: _____ PM _____ In Business () Years?

Are you a:

- ☐ Conference Sponsor
☐ Conference Exhibitor
☐ Conference Presenter

MORNING SESSION

Choices:

AFTERNOON SESSION

Choices:

REGISTRATION ENCLOSED: WBDC Member: () 65\$ () 55\$ (Friend) Non-Member: () \$75 () \$65 (Friend)

Non-Members can save an additional \$10 at registration if they join WBDC at the time of registration.

Refunds will not be possible for cancellations after 10/08/97. Some partial scholarships are available.

Reasonable arrangements for persons with disabilities and special dietary needs will be made if requested at least two weeks in advance. Contact Jennifer Hill at ROOTED COMMUNICATIONS, 57 Wight Street, Belfast ME 04915 338-4501.

Please mail your Registration(s) to: WBDC, PO Box 658, Bangor, ME 04402-0658

HOW ABOUT JOINING WBDC TODAY?

Business Owner (\$50) _____ Individual Professional (\$35) _____ Corporate (\$250) _____ Other (\$) _____ Patron (\$500) _____

Please make checks payable to WBDC or Charge with VISA/MC # _____

Exp Date _____ Name and address of Cardholder if different from Registrant: _____



TECHNOLOGY TODAY - ALL DAY

TECHNOLOGY TODAY - ALL DAY

TECHNOLOGY TODAY - ALL DAY



TECHNOLOGY TODAY

A live computer demonstration area directly linked to the exciting world of the Internet

Sponsored by

STAPLES, The Office Superstore, Augusta

Join us as we take a step into the world of state-of-the-art hardware and software. Watch as you are hyperlinked to a site at England's Oxford University. Have your picture taken digitally and printed in color seconds later or speak into a microphone and see your words on the screen! Join us in this exciting area any time throughout the day to try out some new software, ask questions about hardware or practice your new Internet knowledge.

Staples will be displaying these items for our use throughout the Conference:

HARDWARE:

10 Compaq Computers
Hewlett Packard Computer
Hewlett-Packard 5PSE Flatbed Scanner
Hewlett-Packard 820CSE Color Inkjet
Hewlett-Packard 6L Laser (B&W) Printer
Toshiba Laptop
Microphones
Modems (External)

SOFTWARE:

Microsoft Office 97
Quick Books
Assorted Games
Voice Pilot
True Type

**WOMEN'S
BUSINESS
DEVELOPMENT
CORPORATION**

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**Annual
Women
Business
Owners
Conference**

October 22, 1997

Augusta Civic Center

Brochure: Women's Business Development Corporation

Section VII

MISSION STATEMENT

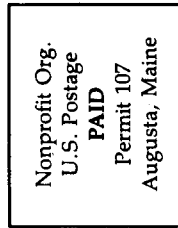
The Women's Business Development Corporation is a membership organization committed to the equality and empowerment of Maine women through economic development. We have a commitment to women who have not had access to traditional, mainstream economic resources, recognizing a particular need among rural and low income women.

We support ownership for women, advocate for their needs, and work to increase opportunities and resources for women to achieve self-sufficiency through business assistance, leadership development, public policy, education and access to financing.

WBDC strives to provide a unique forum for a diverse group of women from varying economic backgrounds to share their business experiences, knowledge, training and goals, thus bridging the gap between new and established women business owners.

WBDC GOALS:

- Encourage and increase business ownership by women in Maine
- Provide a voice for women business owners in the development of economic policy, both at the state and federal level
- Build an awareness of the contributions of women in business
- Increase access to traditional and innovative financing
- Work with existing organizations to improve their capabilities to be responsive to women business owners
- Provide and/or coordinate programs to increase technical business skills



P.O. Box 658
Bangor, ME 04402-0658
Tel. (207)947-5990

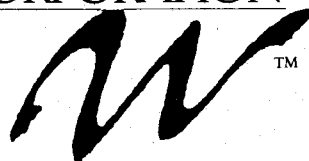
WOMEN'S
BUSINESS
DEVELOPMENT
CORPORATION



*The statewide organization
promoting and supporting
business ownership for
Maine women*

P.O. Box 658
Bangor, ME 04402-0658
Tel. (207)947-5990

WOMEN'S BUSINESS DEVELOPMENT CORPORATION



The Women's Business Development Corporation (WBDC) is a statewide private, nonprofit organization that promotes and supports business ownership for Maine women.

*WBDC encourages and supports your business growth through training, networking, advisory services, educational programs, and technical assistance. We care about **you** - the woman business owner. We understand the needs of women business owners and are interested in your growth as a person and the success of your business venture.*

*Our growing membership is a dynamic and spirited group of entrepreneurs. Whether you are just starting or already established, **WBDC** has something to offer you. Our programs are developed and designed to fit your needs — right where you are now. Let us make your business life more effective and assist you in meeting the goals that will help make your business successful.*

Join the WBDC today - become part of a growing and successful network that cares about you and your business.

WBDC is supported in part by: The Maine Community Foundation, Maine Women's Fund, Working Capital, The Ms. Foundation, Key Bank of Maine, Fleet Bank of Maine and The Campaign for Human Development and numerous other corporate sponsors.

WBDC is an affiliate of Women's World Banking.

MEMBERSHIP IN WBDC PROVIDES YOU WITH:

• Mentoring Program

Targeted to help beginning women business owners, WBDC's Mentoring Program brings together the three components of the mentoring process: an experienced business woman to serve as the mentor; an entrepreneur ready for business (protegee); and technical assistance from the WBDC staff. The program provides training, skills development, support, and networking over a six-month period.

• Regional Groups

Monthly regional group meetings around the state provide training, support, and networking opportunities. The agenda is tailored to the needs of each group with a mini-workshop at each meeting. In addition, member business presentations allow members to promote their businesses and the group to benefit from the experience of other WBDC members.

• Annual Women Business Owners Conference

A day devoted to you, the Maine business-woman — the conference provides an information, networking, and training forum as well as a business-to-business trade show. Focusing on the needs of beginning as well as established business owners, over twenty different workshops are presented by specialists in their field.

• Monthly Newsletter

Each month "Developments" comprehensive calendar of events will keep you apprised of upcoming regional group meetings as well as workshops and seminars offered by WBDC and other agencies and institutions that are of interest to business owners. Developments also provides news and information for small businesses and alerts you to resources and assistance available to Maine businesses.

• Small Business Financing Programs

WBDC offers financing for different stages of your business. Whether you are just starting out, need to build or rebuild your credit history, or are established and need working capital, WBDC can help. **Working Capital Peer Lending Groups** offer loans from \$500 to \$5000. The program also offers extensive training, networking and support. For more established businesses needing working capital, we offer **The Business Growth Loan Fund** in conjunction with Key Bank of Maine with short term loans from \$3000 to \$10,000.

• Workshops and Seminars

WBDC offers workshops and seminars covering subjects of critical importance to women business owners. Topics such as sales, marketing, financial planning, access to credit, and self-assessment are presented at locations throughout the state.

• The Maine Women's Business Directory

WBDC offers this biannual publication with more than 700 business listings, organized for easy access, in over 50 business categories. If you want to help support women in business, network with other WBDC members or just have easy access to a wide variety of products and services, you'll find our directory indispensable.

• Information and Referral Services

WBDC's experienced staff provide assessment and informational support. Trained staff are familiar with business assistance resources available statewide and can help you decide which would be most beneficial to you and your business.