



Board to Tears

Are you a bad board member?

Dreams Come True

How one company grants employee wishes

Sponsorship Strategies

Doing good can be good for the business

March 2009

- Leadership
- Family Business
- Finance
- Technology
- Law
- Sales & Marketing
- Talent
- Management
- Culture

Baltimore

smart

CEO

Required Reading for Growing Companies

www.smartceo.com \$2.95

Why aggressive and diverse business strategies will weather the economic storm



Chip, Angela and Trey Lewis
Gunpowder Bison
& Trading Company

where the

BUFFALO ROAM

BAY NATIONAL BANK

Creating a New Standard in Banking

The Baltimore Coffee & Tea Company, Inc.

"Bay National Bank is like a trusted friend — always there when we need them, offering valuable advice to help grow our business. We consider our relationship with Bay National to be a vital component of our success. In a World where personal banking relationships are rare, Bay National has always treated us as if we were their most important customer."

Stanley J. Constantine, President, The Baltimore Coffee & Tea Company, Inc.

BuilderGuru Contracting, Inc.

"Bay National Bank has exceeded my expectations with regards to customer service. That stems from the time and effort invested in the relationship and continues with a support team that is readily available. The relationship builds even stronger when annually we are presented with options and tools to improve our banking and borrowing capabilities. We are a high maintenance client and Bay National Bank delivers the customer service we demand."

Benjamin Harries, Owner, BuilderGuru Contracting, Inc.

Stoy, Malone & Company, P.C.

"In the fall of 2006, our firm decided to buy an office building in Towson. We had discussions with several banks regarding the financing of the building as well as our banking relationship. We found Bay National Bank to be the most responsive to our overall needs. They listened to us, and structured a loan and banking package that met our needs. They continue to be pro-active on our behalf. Recently, they installed check scanning software, so we are able to process our deposits without leaving the office. We have been very pleased with our relationship with Bay National Bank and feel confident recommending them to others."

Vincent Nesline, President, Stoy, Malone & Company, P.C.

Cavanaugh Capital Management

"For me, it's a pleasure to bank with Bay National Bank. Bay National pays sizable interest on checking deposits — not my experience at other banks. Bay National reimburses my ATM machine fees. Bay National associates are friendly and considerate; they know my work colleagues and my children by name. Whether expediting check reorders, establishing lines of credit or loans, or picking up deposits from my office or home, their team of personal relationship managers quickly responds to my banking needs. Bay National hosts frequent educational and networking events for clients. Giving back to the community is the foundation of the Bay National culture; that's important to me. Bay National provides all of these services without bluster or fanfare. Some talk about it, Bay National Bank delivers. It's a hometown Baltimore banking experience like no other."

John F. Cavanaugh, Chief Executive Officer, Cavanaugh Capital Management

Dynanet Corporation

"The Bay National Bank commercial lending department has been nothing short of excellent throughout the entire process of transitioning our corporate banking. We moved corporate checking accounts from three separate entities, a line of credit, a term loan and a home equity LOC (for a principal). We did not experience one issue that was not resolved in less than 24 hours throughout the transition and even with the complicated nature of linking all of our accounts and keeping the details straight we remain very pleased and confident in the staff at Bay National Bank. It has been a seamless transition from the day we started and we are extremely happy with the top-notch service and commitment from their entire commercial lending team. We are very satisfied with our decision to make the transition and would highly recommend Bay National Bank."

Bill Gillan, Chief Financial Officer, Dynanet Corporation

Calvert School

"With all the mergers and consolidation going on in the banking industry, it is terrific to have a local bank like Bay National to serve the needs of the small business and non profit community in Maryland. As the Director of Finance at Calvert School, I have enjoyed the quality of work, direct communication, and customized solutions that Bay National has always been able to provide. We turned to Bay National when I was the Treasurer of the Susan G. Komen Foundation and they were able to provide us with a customized account solution for our operating funds where the flow of funds can vary throughout the year due to special events. They have also gone above and beyond the day-to-day banking needs by volunteering 8-10 people to count registrations and donations for the past 5 years at our Komen Race for the Cure."

Joe McGraw, Director of Finance & Operations, Calvert School

Glover Equipment Sales Group, LLC

"Bay National Bank has exceeded all of our expectations with respect to a banking relationship. From the attentiveness of our Loan Officer to the friendliness of the banking support staff; service levels have always been first class. It is a pleasure to have Bay National Bank as a business partner."

E. James Frack, Vice President, Glover Equipment Sales Group, LLC

Planit

"As a rapidly growing business, Planit relies heavily on our professional partner businesses — and Bay National Bank is on the top of our list. Whether we have a challenge or an opportunity, it is a welcome change to be able to simply pick up the phone and call our 'guys' at Bay National. We don't get caught up in some voicemail chain. We don't have to wait for solutions. They respect our needs and deliver on their promises. Hugh Mohler has put together a team of professionals that truly feel like an extension of our company."

Matthew Doud, President, Planit

The H. Chambers Company

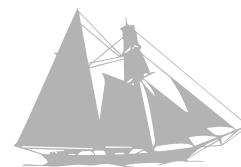
"Every once in awhile in life, great things happen... so it has been with the relationship between Bay National Bank and our 109 year old company, Chambers. From the start, the Bank has understood that we are not a cookie-cutter type of firm, but rather, a professional services firm that is passionate about our clients, our projects and our professional teammates. They have worked closely with us to achieve our growth goals. There can be no doubt that our current success has been quite nicely linked with our 'friends' at Bay National Bank... an institution large enough to provide first rate banking services and small enough to 'understand' us as clients and people."

Robert A. Hickman, Chairman & CEO, The H. Chambers Company

Maryland Affiliate of Susan G. Komen for the Cure

"It has been a privilege to have Bay National Bank as our bank of choice... we regard this as a great partnership."

*Robin Prothro, Executive Director,
Komen Maryland Affiliate*



Bay National Bank[®]

CREATING A NEW STANDARD IN BANKING

www.baynational.com



2328 West Joppa Road Lutherville, Maryland 21093 410-494-2580 | 8820 Columbia 100 Parkway, Suite 301 Columbia, Maryland 21045 410-772-1720

Hugh W. Mohler, Chairman & CEO



Imagine...

...if all the software and technology that runs and grows your business was delivered to you just like the electricity, cell phones, or broadband internet.

Log on and see how the AlwaysOn Desktop can free you up to focus on what's important!



gobeyondIT.com



Short Circuit

Everything Must Go: The Circuit City in Catonsville (left) is one of the 60-year-old company's 567 stores nationwide that has been liquidating its merchandise since mid January. The Richmond, VA-based electronics company – a victim of a recession that hit the retail sector especially hard – filed for Chapter 11 Bankruptcy Protection in November and began liquidating all of its U.S. stores two months later after failing to find a buyer or refinancing deal. Circuit City, which had 15 stores in Maryland, was the nation's second-largest electronics retailer behind Best Buy.

It's Time to Get Business and Technology Moving in the Same Direction!

Smartman Business Technology
Presents

ROADMAP 09

A C-Level Summit

Powered by **ACCELERENT**
Enhancing Your Business™

- ❖ **Solidify** business return - quantify the impact technology has on your bottom line.
- ❖ **Discover** and emulate the best practices of successful mid-market companies.
- ❖ **Know** when IT costs are out of line!
- ❖ **Identify** and overcome stress points in your business process to reach the next level.

When: Thursday, April 30, 2009

Where: The Westin BWI Hotel

Who: Mid-market CEOs, CFOs, COOs, CIOs and IT Directors

Contact us: 410.740.9270

www.Roadmap09.com

Independent & Locally Owned



2700 Lighthouse Point East, Suite 220A, Baltimore, MD, 21224
410-342-9510, Fax 410-675-3782, www.smartceo.com

EDITORIAL

EXECUTIVE EDITOR David Callahan
MANAGING EDITOR Jeanine Gajewski
SENIOR EDITOR Georgia Patton
CONTRIBUTING EDITORS Doug Davidoff
Barnaby Wickham
SENIOR WRITER Eric Tegler
CONTRIBUTING WRITERS
Verne Harnish Fred Mael
Jason Pappas Paul Riecks
Alicia Rodriguez Julie Rubin
Leslie Shreve Doug Strouse
Jan Tegler Kenneth Wexley
Katie Wilmeth

ART & PRODUCTION

ART DIRECTOR Erica Fromherz
PHOTOGRAPHY DIRECTOR Bryan Burris
GRAPHIC DESIGNER Josh Wolf
OFFICE & CUSTOMER SERVICE MANAGER Emily Gauthier

PUBLISHER Craig Burris
GROUP ASSOCIATE PUBLISHER Jaime Nespor-Park

BALTIMORE SALES OFFICE

ADVERTISING DIRECTOR Monique Spagnola
SENIOR ACCOUNT EXECUTIVE Marcella Rosati
ACCOUNT EXECUTIVE Erika Huff
BUSINESS DEVELOPMENT COORDINATOR Devin Servidio
BUSINESS DEVELOPMENT COORDINATOR Jolene Gaulke

WASHINGTON SALES OFFICE

SENIOR ACCOUNT EXECUTIVE Samantha Belin
ACCOUNT EXECUTIVE Eric Roth
BUSINESS DEVELOPMENT COORDINATOR Ashleigh Hutchinson
BUSINESS DEVELOPMENT COORDINATOR Nicole Nespor

SMARTCEO PUBLISHING

PRESIDENT Craig Burris
VICE PRESIDENT David Callahan

Copyright 2009 by SmartCEO Publishing. All rights reserved by SmartCEO Publishing. Reproduction without permission is prohibited. *Baltimore SmartCEO* (ISSN 1537-0348) is published monthly for \$29.95 a year (12 issues), \$49.95 for two years (24 issues) and \$69.95 for three years (36 issues), by SmartCEO Publishing, 2700 Lighthouse Point East, Suite 220A, Baltimore, MD, 21224. Presort standard postage paid at Baltimore, MD USPS #7107. SmartCEO Publishing assumes no liability for any error in copy or content.



POSTMASTER: Please send address changes to: SmartCEO Publishing, 2700 Lighthouse Point East, Suite 220A, Baltimore, MD, 21224

**OUR BUSINESS CHECKING
ACCOUNT CAN EARN YOU
\$123 RIGHT AWAY.**



**Get \$123 if you switch to
Provident business checking by March 31, 2009.**

Open a new Provident business checking account with Provident Small Business Internet Banking and we'll give you \$123. Easy, right? So is working with Provident. In fact, you'll enjoy unsurpassed convenience and the full support of Provident's highly trained business advisors. They'll help your business run more efficiently in ways large and small. To switch to Provident business checking, stop by any branch, visit provbank.com or call 1-800-274-2873 today.

1-800-274-2873
PROVBANK.COM



Member FDIC

Offer valid for new business checking customers who open certain qualifying accounts between February 2, 2009 and March 31, 2009 that enroll and activate Small Business Internet Banking by April 30, 2009. \$123 cash bonus will be credited to the account on or about May 31, 2009. Bonus offer limited to one per customer. Accounts must be in good standing on April 30, 2009 to receive bonus. Bonus will be reported as income for tax purposes. Certain account restrictions apply. See branch or www.provbank.com for details. Member FDIC.

contents

MARCH 2009 VOLUME 9 NUMBER 3

i3

14 iNDIVIDUALS. iDEAS. iNFORMATION.

15 IDEAS IN ACTION
Optimum optimism

16 BOARDS
Executives on board

22 SEARCH ENGINE MARKETING
Search me

24 ECONOMY
When cash is king

DEPARTMENTS

- | | | |
|----|--------------------|-----------------------------------|
| 8 | Editor's Desk | Grass beneath our feet |
| 9 | The Problem Solver | Sponsorship strategies |
| 10 | Power of Attorney | Sweetening the pot |
| 12 | The Growth Guy | Dream on |
| 13 | Interior Matters | The collective CEO |
| 32 | CEO Advisor | 10 ways to inspire employee trust |
| 34 | Bookshelf | <i>The 7 Triggers to Yes</i> |
| 36 | Project to Watch | The Fitzgerald at UB Midtown |
| 50 | Data Dump | What it means is anyone's guess |

SPECIAL SECTION

38 BIOTECH SUCCESS STORIES
Profiles of top life-science firms



Getting "defensive"
is not a strategy

cover
story **26**

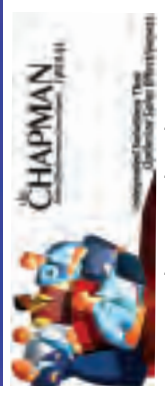
By Eric Tegler
Photography by Bryan Burris

BULL BY THE HORNS



USE THIS SIGN TO BOOST CONFIDENCE WITHIN YOUR COMPANY

WE CHOOSE
NOT TO
PARTICIPATE
IN THE RECESSION



9881 Broken Land Parkway
Suite 404
Columbia, MD. 21044

Confidence is the KEY to restoring our economy

Contact Us TODAY to CHOOSE not
to participate in the recession:
410-381-7113 X13
www.chapmanhq.com
info@chapmanhq.com

grass beneath our feet

Cope with distant economic forces by managing the close

I wish I had known earlier that I could simply drive a few miles to Trey Lewis' farm and pick up some locally raised bison meat (see feature on page 26). According to the tenets in Michael Pollan's book, *The Omnivore's Dilemma*, bison is a pretty healthy alternative to steak. It's leaner and more nutritious, largely because the bison eat grass, which makes their muscles less fatty and far more saturated with Omega-3 and other important vitamins, while most beef comes from corn-fed cows at large industrial farms, where they may or may not have dealt with questionable drug and diet regimens over their lifetime. The corn is usually grown far away and shipped in to the cattle farm. Such is the nature of food in the global industrial age in which people buy tomatoes from halfway around the planet that they easily could have grown in a backyard garden.

A little more than a decade ago, I used to write about the local grocery scene for a publication called *Food World*. This was back when the incredibly vibrant local food industry of the 1970s and 1980s was being transformed by the forces of globalization in the 1990s. In 1998, when Landover-based Giant Food was purchased by the Dutch juggernaut Royal Ahold, almost everybody was giving former Giant Food CEO Pete Manos big accolades for engineering a masterful deal. But to me, Manos had simply done his job. He had extracted a very attractive return for the company's shareholders and I would not quibble with his business priorities or reasons for the sale. But, I also recognized what the sale meant to non-shareholders. It was not the beginning of the end for the Baltimore-Washington food industry, it was more like the end of the end. A region, once teeming with thousands of grocery buyers and sellers, has been reduced in the subsequent decade to a tiny fraction of its former self. Don't blame Manos. He didn't make it happen – the whole world did.

Being a sales representative of a food manufacturer was once a fairly good job around here. Most brokers or food reps set up shop in Howard County,

from where they could serve three metro areas at the same time. But exactly as Bill Gates predicted a decade ago in his book, *Business @ the Speed of Thought*, the last 10 years has been extremely harsh for "middlemen." Those ranks have severely dwindled.

Pollan argues in his book that while this global endgame for industrialization has generally been good for food prices, it has negatively affected the American diet. This is the ying and the yang of the great global business experiment, where a financial efficiency in one area often creates an unintended consequence somewhere else.

It's fashionable to say that these effects have suddenly become "global," but in truth, global economic forces have been with us as long as ships have roamed the seas. All of the current economic crises can be traced back to decisions. Those decisions are multiple, various and made either years ago, decades ago or sometimes even centuries ago. Some decisions were criminal, others meant well, but most simply followed the money.

The customer relationship is an unhealthy thing to outsource or take for granted.

Much discussion has been given in recent months to questioning longstanding decisions of monetary policy. Perhaps not enough discussion has been given to the effect taxation decisions have had on this mess. After World War II, one of the methods economists dreamed up to rebuild war-torn Europe was the adoption of the VAT (value-added tax), first enacted by France in 1954. This consumption-based tax, typically around 20 percent, soon spread to most of Europe for many reasons, but for one big reason – European countries that didn't have a VAT tended to fall into a negative

trade imbalance because the VAT (often four or five times the rate of American sales tax) is dropped for exports. If you look at the U.S. trade imbalance, which is to look at this country's largest single long-term economic problem, you will discover that disparity in tax policies plays a key role.



>> EDITOR'S DESK

And now today, after decades of being hammered by tax codes in other countries that penalize their own domestic consumption and reward exportation, the U.S. gets hammered again whenever the term "protectionism" creeps into the discussion. President Obama was quickly forced to back down last month from a bill that would have ordered domestic "emergency stimulus" dollars to be spent domestically – something that immediately caused European leaders to warn of a "trade war." As of this writing, the president had promised to remove "protectionist language" from the legislation. I wonder what the EU leaders would have to say if the U.S. seriously threatened to lower or eliminate domestic income taxes, but raise consumption (sales) taxes to more than 20 percent in order to match the levels of Europe?

I agree that overt protectionist legislation is short sighted, but the U.S. needs to take a hard look at the reasons why our trade deficit is so massive. Whatever the forces that cause its existence, one thing is a mathematical certainty – it will end. For it to continue indefinitely into the future is an economic impossibility. Simply put, after purchasing all kinds of grocery items

from abroad, we will run out of supermarket chains to sell off in return for all those dollars sent overseas. That this imbalance will end is one of the only things that all economists agree upon. How it will end and how painful it will be is the primary subject of current economic debate.

Such thorny free trade issues must continue to dominate discussions this year because the severe lopsidedness of the U.S. trade imbalance in turn affects demand for treasury certificates and dictates policies of central banks. The United States cannot revert to hard-core protectionism. To do so would most likely be a colossal mistake. But simply ignoring the economic ravages of the trade deficit is an equally unattractive option. One effect of hugely unbalanced trade can be hard and difficult corrections with massive job losses and dislocations, largely caused by bubbles formed as dollars get unwisely re-invested in far-away and poorly understood speculation. Financial markets don't have the means to compensate smoothly, as we have seen, and governments usually only ride in to make things worse.

The large corporations of the world aren't multi-nationals anymore, they are extra-nationals, to whom borders and local trade laws are mostly seen as annoying impediments to trade. The heads of these corporations gather annually in Davos, Switzerland, to discuss global trade and nudge politicians along toward building global economic treaties with teeth, such as the European Union. Given the current "global crisis," there will no doubt be plenty of urgency of discussion along those lines.

Whether you support that or not, there really isn't much the average citizen or CEO can do to influence such big trends. About the best thing a CEO of a small or mid-sized company can do to weather such distant forces is concentrate on the close. Most importantly, she should nurture the relationships her company has with customers, particularly "core" customers. The customer relationship is an unhealthy thing to outsource or take for granted. Cows conditioned to eating corn from troughs are happy until the distant food source vanishes and they become confused. Grass eaters can always judge the availability of food by simply looking beneath their feet.

-David Callahan

sponsorship strategies

DOING GOOD CAN BE GOOD FOR THE BUSINESS

QUESTION:

We recently moved our office to a new location, and I am being besieged by various organizations in our new area to sponsor everything from bake sales to softball teams. I hate to say no to new neighbors but we can't afford to do all we are asked to do. What is the best way to sort out this issue?

RESPONSE:

Being a good corporate member of the community requires discipline and focus. The more visible and successful you are, the more requests for sponsorships and donations you will receive. Here are some points for you to consider in making your decisions.

Define your "community." What is the geographic reach of your business? The greater the size of your community, the more circumspect you have to be in deciding what to support. Do consumers or other businesses populate the "community" of your business? Into what segments are your consumer or business prospects and customers divided?

Find out what is important to the members of your community. This is where the discipline and focus begins. There is nothing wrong with lining up your sponsorship strategies with the things that are important to your prospects and customers. This alignment helps to define the context within which you make your decisions. But, you have to do the research to find out the things on which to focus.

Document what is important to you and your employees. There is also nothing wrong with supporting community situations that are important to you and your staff. Of course, you cannot do everything here, either. One idea would be to have an annual "all hands" meeting where various employees present issues to be supported and let the group decide on one or two of them for the coming year.

Support your brand. Unless your support is to be anonymous, make sure your company receives proper credit for the support you are giving. On signage and in program ads, your logo must be correctly displayed with the right size and right colors. If you and your employees are attending an event, wear the company logo, if that dress is appro-



Paul Riecks

priate. Have your own name badges done in the company graphic standards. Never miss an opportunity to reinforce the visual image of your brand.

Reward your best customers. If you are sponsoring an event, take your best customers as your guests. Events can do double duty – you are supporting something that is important to them and you are saying a big "thank you" to those who are critical to the success of your company.

Entertain prospects. Event sponsorship also presents the opportunity to entertain important prospects. If you mix prospects with your best customers, your prospects can find out from others why it is a good idea to do business with you.

Make your plan. Like all other strategies you execute in your company, the more defined your plan, the greater the chance of success. Add sponsorships to the list of potential marketing strategies. Decide whom you want to reach and the outcomes you want from the sponsorships you decide on to reach them. Budget the money.

Get everyone involved. Get as much of your staff involved on the things you sponsor as appropriate. One side benefit of this could be the discovery of "diamonds in the rough," people who

had more talent for things that you – or they – ever thought they had. Another benefit is the bonding between employees that happens when they are involved in something outside of work.

Track and discuss outcomes. Have a meeting of everyone involved a day or two after the event. Find out what went right and what went wrong. Is this something that you would do again? If so, what changes would be made? If not, why not? Who has the responsibility for following up? With whom and by when?

Learn to say "no." You know you can't do everything and some people and organizations will be disappointed, or worse, angry. Learn how to say "no"

honestly and succinctly, explaining that you try to budget sponsorship as carefully as possible. If you can offer an alternative, an in-kind donation, for example, that can help. If you are saying no to an opportunity that you may support in the future, say so and ask them to contact you before your next budget cycle.

Look at sponsorships as a part of your marketing mix and approach them with discipline and focus for results that benefit the "sponsee" and your company.

Paul Riecks is president of the Inner Circle Mid-Atlantic, which forms and facilitates peer groups of business owners and CEOs. www.innercirclemidatlantic.com.

e x p a n d
your horizons



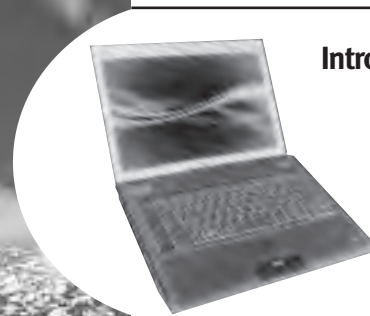
Providing the Business Community with:

- Network Design/ Installation/ Maintenance
- Computer Technology Sales
- Computer Technology Repairs/Service
- All Major Manufacturer Authorizations

410-579-4508 or 800-875-0037

www.dsr-inc.com

921-P Mercantile Drive, Hanover, MD 21076



Introducing the new Toshiba Tecra

R10-S4401 Special Promo Price: \$1,469

Make way for thinner, lighter laptop computing. Toshiba's Tecra® R10 offers thin-and-light laptop portability and enhanced durability, within a footprint that gives you ample room to work.

Intel® Centrino® 2 with vPro™ Processor Technology featuring:

- Core™2 Duo SP9300 2.26GHz 1066MHz
- Operating System* Genuine Windows Vista® Business 32/64-bit,
- SP1 with downgrade media for Windows® XP Professional
- 3072MB PC2-6400 DDR2 800MHz SDRAM
- 160GB 7200rpm
- DVD-SuperMulti drive (+/-R double layer) supporting up to 11 formats
- 14.1" widescreen WXGA LED Backlit 1280x800
- Intel® 82567LM Gigabit Network Connection
- Intel® Wi-Fi Link 5100AGN (802.11a/g/n)
- Warranty* 3-Years Parts, Labor and AC Adapter; 1-Year Battery
- 4.34 lbs.

16 hours of CPE
for \$250

JUNE 16 - 17 2009 | BALTIMORE CONVENTION CENTER

We listened to all of the suggestions from sponsors, exhibitors, partners and participants and have made the 2009 Expo even better!

- Look for a better floor plan within the Baltimore Convention Center
- Workshops will be closer to facilitate even more show floor traffic
- Expo floor sessions will be redesigned to increase participation and collaboration
- Eliminated conflicts with workshops and EXPO floor events

**MD BIZ
EXPO**

COLLABORATE. INNOVATE. GROW



»power OF attorney

sweetening the pot

Flour was all over the floor. Not in piles, but sprinkled as though by fairies. My sister had given me a pasta-making attachment for my Kitchen Aid mixer and I'd become obsessed with the little darling. My first foray was spaghetti. But I'd gone big time since then. Hand-cut pappardelle with boar ragu (meat grinder attachment: check). Wide, silken ribbons of eggy goodness smothered in the unctuous perfection that only comes from hours of stovetop percolation. But I was moving on to pumpkin ravioli in a sage butter sauce with just a dusting of chopped toasted hazelnuts. Savory, sweet. A true classic. As I was trying to make sense of the Italian-only instructions that came with the ravioli press, I heard my cell phone ring.



Julie Rubin

I fumbled to get my phone, getting flour all over my black leather purse in the process. "Hello?" It was my good friend, Janet. Janet heads an ad agency in town. She's grown the agency to about 50 employees over the years and has developed an impressive collection of regional accounts, including some colleges and banks. Janet wasn't calling to ask me to divulge my secret to toothsome tortellini; she was calling with a serious problem.

She had stayed late at the office to work on an RFP. Just as she was about to pack it in for the night and head home, an employee tapped on her office door. After much hemming and hawing, the employee whom shall not be named finally revealed the purpose of his visit. He told Janet that he had known for some time that the creative director had been taking gifts from a

production house, including fancy meals, movie passes, wine and other small-scale gifts. The employee explained that he hadn't given it much thought because the gifts didn't seem that big a deal, but a recent discovery caused him to reconsider. The employee had been looking for a document on the creative director's desk and came across a printed e-mail that had been forwarded from the production house to the creative director. The e-mail contained a travel itinerary in the director's name: two round-trip tickets to San Francisco and a room at the Nob Hill Ritz Carlton.

Effective internal controls are particularly important in a depressed economy.

Janet relayed the conversation to me with absolute incredulity. She couldn't believe the director's arrogance and greed. More than that, Janet was irate that the creative director had harmed agency clients by paying more money for production than necessary. She was also terrified that news media would disembowel the agency if the story leaked.

BREACH OF CONTRACT

This discovery presented several serious legal issues and there was no telling if the creative director was the only employee taking kickbacks. To begin, the creative director had breached her duty of loyalty to the agency. Every Maryland employee owes her employer a duty to act solely in the employer's interests in matters within the scope of employment. That had gone out the window the moment the creative director began accepting gifts in exchange for funneling the production house business at higher-than-standard rates. Who was she working for, anyway?

Second, the creative director's conduct breached the agency's duties to its clients. To be sure, the agency had breached its contractual obligations to one client on whose behalf it purchased

media production services when it knowingly acquired those services at above-market rates in exchange for a kickback. Add to that the agency's breach of its fiduciary duty to its clients. Just as the creative director owed a duty to the agency, the agency owed a fiduciary duty to every client for which it served as an agent in the purchase of vendor services. When a business acts as a client's agent to contract for the purchase of goods or services on the client's behalf, a fiduciary relationship exists between the business and the client. As its client's agent, Janet's agency owed a fiduciary duty to act in the sole interests and for the benefit of its principal, the client. Right there, grounds for a major lawsuit. Breach of contract and breach of fiduciary duty. In addition to these legal problems, the creative director faced possible extortion or bribery charges depending on the allegations. It's a safe bet the production house would assert the creative director had threatened to harm its reputation or standing in the industry unless cash or gifts were provided in exchange for business.

CONFLICT OF INTEREST

Outside of the legal arena, if word got out, the agency's good will and reputation would be destroyed. In already tough times, the thought of negative exposure and losing her hard-earned accounts was more than Janet could handle. But what about the duty the agency owed to its clients to make good on what might have been a long running kick-back scheme? Janet was in a bad way and there were no easy answers. The first thing I asked Janet was whether she had a written conflict of interest policy. At the very least, this would help demonstrate that the agency was clean and that the media director was likely one bad apple acting alone. But Janet's agency did not have a conflict of interest policy.

Janet and I scheduled a meeting for the next morning to drill down these complex and very worrisome problems. During our meeting, the mail was delivered. It included a letter from one of Janet's clients asking for an account audit and inquiring about costs that the client described as "out of line." An attorney had been copied on the letter. Janet was beside herself. I geared up for serious damage control.

A conflict of interest policy is an absolute necessity in any business where employees are purchasing goods or

services on behalf of customers. Daily business transactions on behalf of customers are rife with opportunities to exploit an employee's influence over which vendors will get the business and which ones won't. A written conflict of interest policy should be distributed to every employee without exception and signed copies should be kept in every personnel file. The Council on Foundations reports that 82 percent of private foundations have written conflict of interest policies for staff. I'm surprised the numbers aren't higher. It's also standard for non-profit and for-profit boards alike to require that its members disclose or refuse gifts from sources who stand to benefit from or are connected in some way to the business of the entity. Your business should be no different. Effective internal controls to protect your business from financially needy or greedy employees are particularly important in a depressed economy. Desperate people do desperate things. Don't wait until your business finds itself in a desperate situation like Janet's to get your house in order.

Julie Rubin is a principal of Astrachan Gunst Thomas. Names and circumstances have been changed to protect privacy. www.agtlawyers.com

SHOW THEM YOU CARE OFFER YOUR EMPLOYEES FREE CREDIT UNION MEMBERSHIP

Winner 2007



Show your employees that you're always in their corner.

Offer them free membership with Atlantic Financial Federal Credit Union.

Membership rewards include lower rate loans, higher returns on savings, discounts on insurances, and free online transactions and bill payments.



**ALL THIS AT
NO COST TO YOU!**

410-584-7474
rwebb@affcu.org
www.affcu.org



Always Where You Are

Eye Poppin' Printing

Put the advantages of sheet-fed printing to work for you. Serving the mid-Atlantic for over 30 years, HOP continually invests in the latest environmentally friendly offset and digital technologies while providing contract pricing and unparalleled customer service.

HOUSE OF PRINTING
301.384.4000 | HOPinc.com

HOP is an environmentally conscious business that actively participates in renewable energy resources, recycles 100% paper waste, and uses only environmentally friendly vegetable-based inks.

dream on

WHEN INVESTING IN YOUR PEOPLE YIELDS HIGH RETURNS

Twenty times return on investment in less than a year; record retention of customers in a commodity business during a severe downturn; highest morale in the history of the company; and the best two quarters, ever, in terms of profitability. The key? An initiative called “Dream On.”

“You’re either a giver or taker,” explains John Ratliff, founder and CEO of AppleTree Answering Service, a 350-employee inbound call center company based in Wilmington, DE, with call centers in 12 locations throughout the United States and Puerto Rico. “Givers tend to get stuff back while takers fight for every last nickel, and they are always the ones, in the end, who are struggling – they never have abundance.”

PROBLEM AND SOLUTION

The transformation of Ratliff’s 13-year-old firm began during a quarterly offsite as the company prepared its plan for the coming third quarter of 2008. “Employee attrition was the ‘critical number’ we chose to focus on,” Ratliff recalls. “We were running an industry average 95 percent turnover of our front-line employees while our non-exempt turnover was just 3 percent. Clearly we were doing something right for one group but not the other – and just being average has never been our goal.”



VerneHarnish

Ratliff knew that the company’s growth, through 13 acquisitions in six years, had made it impossible to create a cohesive culture. And he had a nagging feeling that Appletree needed to be more than just a place for his employees to come to work. What he didn’t realize was how painfully out of touch he and his executive team had become with their frontline employees.

“We were in our planning session brainstorming ways to create a better experience for our employees when Lisa Phillips, our director of operations, asked how we could become more like ‘Make a Wish’ for our employees,” Ratliff says. Over the years, Appletree has generously donated to charities, and the “Make a Wish” foundation had always been their favorite.

So they put together a small team of people to flesh out the idea and decided it wasn’t about identifying their hard luck employees. Instead they simply wanted to know one thing: in a perfect

world, what would each of their employees like to have happen in their personal lives? Critical to the request: there were no restrictions or caveats. And final decisions would be made by a secret committee.

The company announced “Dream On” on its intranet and supported it with printed collateral and posters in all of the offices. Not surprisingly, like most new initiatives, the responses were slow to come in, but the requests that did trickle in began to provide the executive team a glimpse into the lives of their people.

“It was nothing short of shocking to discover the situation of our frontline employees,” Ratliff remembers. “Just like you do demographic research on your customers, we started to really get an insight into the challenges of our employees and the kinds of situations they had inherited.”

DREAM REQUESTS

Health was a staggering shocker for the executive team, as well as challenges caring for an elderly parent or grandparent. Others found themselves caught on a financial treadmill, having been out of work for a couple months before joining Appletree and needing a couple thousand dollars to get caught up.

“And I was surprised by the car situation – how a change in a bus route can force our employees to change jobs or how a previous employer may have changed job hours that no longer matched public transportation schedules,” Ratliff explains. Seventeen employees simply wished to own a car.

“One of the first requests we got was from a manager of one of our employees,” Ratliff recalls. Through a perfect storm of events, including the employee’s husband getting in a pretty serious accident and losing his job, the couple and their child found themselves living in a car, unbeknownst to Ratliff and his executive team. So the company put up the deposit money and worked with a landlord to get her a decent lease. They also provided furniture and gift cards to help the family get back on their feet.

“We meant to do this privately but the employee let a lot of people know and soon it was on our intranet and that dramatically increased submissions,” Ratliff says.

ACCESS

Helping eight people with living situations like bills and rent; sending two

employees on their first honeymoons leveraging Amex points; flying a mom over Christmas to see her daughter in the Navy; providing four employees with personal computers at home; and fulfilling the dream of a 90-year-old employee to take her first family vacation with her mentally challenged daughter are just some of the dreams they’ve made come true.

“What CEOs don’t realize is the access you have that other people don’t and how you can create opportunities for people you never would have thought of,” Ratliff says. This was driven home when one of Ratliff’s employees, who had been with him from the beginning of the company, asked for help in sending her husband, who is suffering from stage-four Hodgkins disease, to an Eagles football game.

Through connections Ratliff had, the team picked him up in a limo, brought him down to the field and sat him in the wives section for the game. After the game, each player came out of the locker room, greeted him and signed a game ball, including his favorite player who took his game shirt out of his duffle bag, signed it and asked him to walk him to his car.

“This cost me zero dollars – just some time to access my network,” Ratliff says. “It’s not about throwing money at problems.”

In turn, the company has had its best six months ever. First, turnover dropped instantly once “Dream On” was launched, and today it sits around 30 percent. At a cost of \$5,000 to replace an employee, there’s already been a net \$1 million contribution from a program that has cost \$50,000 so far. And for the cynics who would say the terrible economy would have driven this rate down anyway, customer turnover, which should have been high, is also the lowest in history due to a highly engaged and upbeat workforce. And all of this has resulted in the two most profitable quarters in Appletree history.

“The overall sense of belonging – of being something bigger than themselves or their individual sites – and part of a community has been the biggest change I’ve seen among the employees,” concludes Ratliff. “And for me, I feel more connected, now, to our entire group, and the company has become much more human to people.”

Verne Harnish is the CEO of Gazelles and founder of Entrepreneurs Organization (EO). www.gazelles.com.

Celebrating our **54th year**

MARYLAND MESSENGER
50+ years!

- Local Company
- Local Deliveries
- Local Value

Same day or next day delivery with the highest in personal service and satisfaction

Receive a free delivery solution cost analysis or consultation to improve your bottom line in these cost cutting but not service cutting economic times.

Maryland Messenger
www.marylandmessenger.com
or call 410-837-5550

the collective CEO

TAPPING INTO THE INTELLIGENCE OF THE TEAM

I am often asked to work with leadership teams in organizations. Critical to the success of any business, and to the resiliency of the CEO, is the cohesiveness of the leadership team. If this team is misaligned, that misalignment continues down through the organization.

The time of the lone wolf CEO is past. With business environments in flux, technology revolutionizing how we do business and new generations of talent entering the workforce, one individual's leadership is not enough to work with the challenges of tomorrow and the swift changes and ambiguity present today. The best companies don't make difficult decisions in a vacuum. This is a time to develop the collective intelligence of the organization, beginning with the leadership team.

Emphasis moves from knowing the answer to asking the right question, from convergent thinking to divergent thinking, from debate to dialogue.

One person has only a limited amount of knowledge and experience on which to base critical strategy and decisions. Without enlisting others and valuing the collective intelligence of groups and the diversity in thinking inherent with the different stakeholders, decisions are limited to only what that one person can see. The ability to tap the collective intelligence of a group is considered a key skill with respect to your ability to deal with the major challenges that you face.

To do so effectively requires you to set aside any ego and attachment to a particular outcome, or any dogma, and to be open to challenging what has been taken for granted in the organization, even sacred cows. As CEO, you become a guide, open to inquiring into what is possible with your team. Emphasis moves from knowing the answer to asking the right question, from convergent thinking to divergent thinking, from debate to dialogue. To

do this you must create a leadership team that thinks together while leveraging individual strengths and experiences in service of the whole. Leadership becomes a gestalt – the whole is greater than the sum of its parts. Convergent thinking and ultimately coming to a decision or a commitment to act and execute is equally important, yet I have seen action take precedence over reflective thinking many times to the detriment of the organization.

I often give the example of a hologram as a metaphor for a leadership team. The word hologram is derived from the Greek words, holo, meaning whole, and gram, meaning message. Therefore, hologram means whole message suggesting an alignment in thinking, principles and actions where the whole is enfolded within your awareness even if it is not within your experience. David Bohm, a famous quantum

physicist, called this way of seeing things the "holographic paradigm." Peter Senge used this principle behind his systems thinking. Effective critical thinking combines productive thinking (solving a problem with insight, a quick unplanned response to situations and environmental interaction) and reproductive thinking (solving a problem with previous experiences and what is already known).

Developing a leadership team that can bring their individual gifts and still be open to alternative solutions through genuine dialogue can produce better results, greater creativity and sound decision making. Elements found in



Alicia Rodriguez

high performing leadership teams mirror this systemic and holistic process: collaboration, inquiry, dialogue, shared accountability, focus, learning together, empathic listening, emerging creativity, sustainable productivity, self-awareness (self as individual and as a whole team), trust, sense of ownership, meaningful conversation and dialogue, and "we" versus "me" attitude.

If these elements are lacking in your team, you will eventually come to feel like the Greek god Sisyphus, cursed to roll a huge boulder up a hill, only to watch it roll down again repeatedly. Your role as CEO is to tap the collective intelligence of your leadership team and down through the organization. You can do this by communicating a consistent message (vision and mission) throughout the organization, acting from your guiding principles and creating an open culture where ideas are appreciated and listened to regardless of the source. Create your collective CEO and the strength of that team will be able to meet the business and human challenges of the next year and beyond.

Alicia M. Rodriguez is founder of Sophia Associates Inc., an international executive and leadership coaching practice. www.sophia-associates.com.

RAISE THE BAR

Are your employees' skills up to date and up to par?

You can arrange staff training on virtually any topic, customized for your company or industry.

Enjoy these perks:

- training designed specifically for your company
- topics of your choosing
- flexibility for training staffs of all sizes, at your site or ours, any day, any time
- state-of-the-art computer labs and other technology
- expert instruction by practicing professionals in the field
- affordable quality

Not sure exactly what your training needs are? We can help you assess them!

CHARLES L. ECHER BUSINESS TRAINING CENTER
HOWARD
 COMMUNITY COLLEGE
You Can Get There From Here.

Call 410-772-4988
 or email jerickson@howardcc.edu



INDIVIDUALS. IDEAS. INFORMATION.

ON BOARDS 16

ON SEARCH ENGINE MARKETING 22

ON THE ECONOMY 24

Many CEOs gladly give of their time to serve on boards of directors of nonprofits, industry associations and other companies. If done correctly and for the right reasons, the

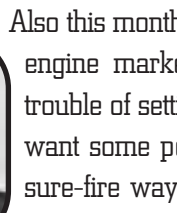
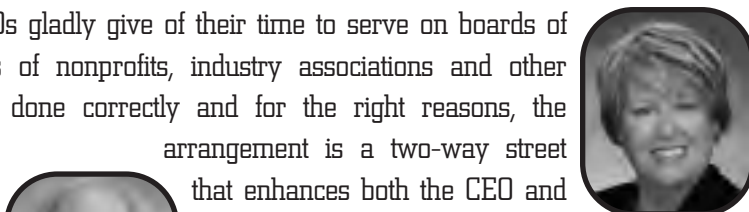
arrangement is a two-way street that enhances both the CEO and the board's organization. But experienced board members know that even if your heart is in the right place, not knowing what you are getting into or overestimating your available time and resources can be detrimental.

SmartCEO interviewed business leaders who make board service part of their personal and professional lives. We asked these CEOs why

they serve on the boards of their choice and what benefits they've seen from the experiences. These board-service veterans also share their advice on how to get the most – and give the most – when it comes to board service.

Also this month, *SmartCEO* takes a look at search engine marketing. If you've gone through the trouble of setting up a Web site, chances are you want some potential customers to drop by. One sure-fire way to lure more traffic is to secure a place atop the search results when a Web surfer

types a relevant keyword into a search engine like Google, Yahoo! or MSN. But what is the secret to attaining – and keeping – a coveted high ranking? In recent years, an entire industry has popped up around harnessing the power of search engines as part of an integrated marketing strategy. And as more companies get wise to SEM, the more incentive you will have to join the fray.



BUSINESS LEADER	COMPANY	PAGE
Tedd M. Alexander III	Credo Capital Management, LLC	20
Charmane Baker	Vegetarian Desserts, LLC	20
Gordon Bernhardt	Bernhardt Wealth Management	18
Alan Brock	ARCHTECH Design	18
Bob Burich	Georgetown Consulting	20
Rolland O. Campbell Jr.	ROC Realty	20
David Canfield	Bean, Kinney and Korman, PC	18
Michael Cohen	Glass Jacobson	19
Joe Corish	Bean, Kinney and Korman, PC	21
Bob Dinkel	FedResults	20
Richard Duvall	Holland + Knight	20
Toby Eckhardt	Focused Image	19
David Eisner	Dataprise, Inc.	22
Mark Fetting	Legg Mason	16
Michael Furbish	The Furbish Co.	21
Ethan Giffin	Groove Commerce	22
Steve Gladis	Steve Gladis Communications	21
Ed Hammersla	Trusted Computer Solutions	20
Scott Handwerger	Gross, Mendelsohn & Associates	24
Pauline Harris	SPIN, LLC	21
Brian Jones	CJM Wealth Advisers	20
Alvin Katz	Katz Abosch	18
Kent Krabbe	MAIF	19
John C. Lee IV	Lee Technologies	18
Paul Leslie	Apptis	21
Jim Leto	GTSI	16
Chris Miles	Miles Technologies	22
Gary G. Pan	Panacea Consulting, Inc.	18
Kevin Parker	Deltex Systems, Inc.	19
Bonnie Phipps	Saint Agnes Hospital	16
David Pittenger	National Aquarium in Baltimore	16
Sam Polakoff	TBB Global Logistics, Inc.	19
Mary Pat Seurkamp	College of Notre Dame of Maryland	21
Jack Stansbury	Agency Insurance Company of Maryland (AIC)	20
Larry Weinberg	BOWA Builders	16
Evan Weisel	Welz & Weisel Communications	16
John White	Compass Marketing, Inc.	19
David Williams	Merkle	16
Curt Winsor III	Bank of Georgetown	20



IDEAS IN ACTION



optimum optimism

BY JEANINE GAJEWSKI

Business owners are not feeling very optimistic these days. For 35 years, the National Federation of Independent Business (NFIB) has put out a monthly report aptly called the Small Business Optimism Index. The end of 2008 yielded some of the lowest figures in the survey's history. Almost two-thirds of survey participants expect the recession to continue for the next 12 months, with only 3 percent anticipating an economic expansion, and 13 percent think things are going to get worse. When it comes to their own businesses, 38 percent of survey respondents said they are not confident about the financial future of their enterprise, compared to 25 percent in August.

Perhaps these business owners are merely being realistic, and their optimism level corresponds to economic reality. But there's more to the equation. The cause-and-effect relationship is more circular than linear: the poor economy dampens the optimistic spirit, which damages confidence, which plunges the economy deeper into recession and drives individual entrepreneurs one step closer to business failure. It's the old "power of positive thinking" manifested in reverse.

I've run into a handful of gloom-and-doom business owners whose refrain sounds a lot like "the sky is falling." They're not talking about their new ideas or strategies or how they are using the tough economy to their advantage. Instead, they are dwelling on external factors beyond their control. When they say they are going to hell in a hand basket, I tend to believe they're right – and so will their customers, employees and stakeholders. As Henry Ford said, "Whether you think that you can or you can't, you're usually right."

This is not to say that it would be better to be deluded by your own hype to the point of thinking the economy doesn't apply to you. There are plenty of those business leaders around, too – the ones who will make big moves that fall flat. Or worse: the ones who will continue doing business as usual hoping everything will magically work itself out.

Entrepreneurs have a habit of being overly optimistic compared to the general population. But they have to be. How else would they weather the barrage of rejections and obstacles without unshakable faith in their product or service? When nine people tell them "no," they are ever-optimistic that the 10th will say "yes." A 2000 Boston University study posited that entrepreneurs' "unrealistic optimism" was the key to their success by stimulating saving and investment and providing added incentives for hard work – and that the market rewarded these optimists over their realistic counterparts.

When the recession shakes you out of your comfort zone, you have two choices: you can fixate on the discomfort and pity your misfortune, or you can move in a new direction with the hope that the know-how that's gotten you this far will carry you through. Perhaps there is an optimum optimism between the pessimist's reality and wishful delusion. It's the confidence that you have the talent and tools to come out on the other side of the recession stronger than ever before, coupled with the motivation to push yourself and your staff to find ways to turn a bad situation into a competitive advantage.



ORANGE CARPET p r o g r a m

TICKET PLANS START AT \$159

Entertain your clients, family and friends with a 2009 Season Ticket Plan that brings you more Orange Carpet Benefits than ever before. Experience the ultimate in Savings, Convenience, Access and VIP Treatment with plans starting as low as \$159.



TEN-GAME SUITE PLAN

Find out about our Ten-Game Suite Plans that bring your company a cost-effective way to make a statement with world-class amenities and an unmatched business entertainment experience.



SPONSORSHIP OPPORTUNITIES

Increase your company's exposure and reach out to the millions of fans that flock to the ballpark that forever changed baseball. Call 410-547-6143 for complete details.

Orioles THIS IS
BIRDLAND.

888-848-BIRD

Orioles.com



iINDIVIDUALS. iDEAS. iNFORMATION. on **BOARDS**

executives on board

THE VALUE OF JOINING ANOTHER BOARD OF DIRECTORS

BY JEANINE GAJEWSKI

With their abundance of leadership and management skills, CEOs are sought-after additions to boards of directors of nonprofits, industry associations and other companies. If done correctly and for the right reasons, the arrangement is a two-way street that enhances both the CEO and the board. Serving on boards of directors affords CEOs a unique opportunity to give back to their community or their profession. While it provides personally fulfilling experiences, board service also yields the side benefits that come with being surrounded by a group of like-minded leaders: the sharing of ideas, professional growth and the chance to form lasting business relationships and friendships.

SmartCEO interviewed business leaders who make board service part of their personal and professional lives. We asked these CEOs why they serve on the boards of their choice and what benefits they've seen from the experiences.



JIM LETO, CEO, GTSI

My Boards: Northern Virginia Technology Council; Technology Association of America

Why I Serve: "From a business perspective, participation in these boards does many things. From a collegial standpoint, it keeps you in sync with other CEOs in town that have similar agendas, and your relationship with those people is supported by those board meetings and events of those agencies. Secondly, it keeps you abreast of all the issues facing the industry and what the alternatives are. Third, it gives you a vote – you can influence legislation that supports our industry, and from a selfish standpoint, helps create legislation that is favorable to us."



BONNIE PHIPPS, president and CEO, Saint Agnes Hospital

My Boards: Center Club; YMCA; Leadership Through Athletics; Carrollton Bank (Past boards include: Georgia State University school board and athletic board; Big Brothers Big Sisters)

Why I Serve: "I try to find something that I have a personal interest in and where I think I can contribute. I'm a sports fan and I learned to swim at the YMCA. I had this warm feeling in my heart for them. With the Center Club, being on the board has allowed me to have a more extensive relationship with the business leaders on that board in all different walks of life. I have actually done business with people on that board. There is another person on the board who helps me on a personal level."



DAVID PITTENGER, executive director, National Aquarium in Baltimore

My Boards: Waterfront Partnership of Baltimore; Downtown Partnership; Baltimore Area Convention and Visitors Association

Why I Serve: "It gives me a chance to meet with other business leaders outside the Aquarium and helps us be plugged into the larger community. I also have experience that I can lend to the mix, so it's a two-way street: the organization will benefit from my participation, and we benefit by having a voice at the table. It boils down to the opportunity to participate in the decision making that you wouldn't have had opportunity to."



DAVID WILLIAMS, president and CEO, Merkel

My Board: Direct Marketing Association

Why I Serve: "Attitudinally, I've been a reluctant board member. I've been cautious about committing time to boards. For me, the

reluctance was due to a total distraction in time. I think it is easy to get sucked into supporting a lot of other things, where my focus has been Merkel and building our core business. Our industry is going through a transitional period, so I think there is a lot of opportunity to redefine how direct marketing is perceived by industry and the consumer, and I was curious about how the DMA was thinking about that and whether I could be a contributor to that conversation."



LARRY WEINBERG, CEO, BOWA Builders

My Boards: Entrepreneurs' Organization; Young Presidents' Organization

Why I Serve: "As CEOs, we need to develop many leadership skills to run effective meetings and lead our employees. But every meeting I have in my company is with someone who I hired, and if they don't do a good job or follow through, they know I can fire them. As chairman of YPO, I was leading a group of 15 people, all were volunteers – I couldn't fire them – so the leadership and motivational skills that you need to develop are so much more difficult. You can really learn a lot about leadership that you can bring back to your own company. It is like you are playing in the minor leagues and you step up to the majors for a while. Once you are competing on the level, you can go back to the minors and hit any of the pitches easily."



MARK FETTING, CEO, Legg Mason

My Boards: Baltimore School for the Arts; Investment Company Institute; Mercy Hospital

Why I Serve: "With nonprofits, it is a clear reminder of the difficulties facing people and communities that don't have a lot. There are lessons of humility in serving those who are less fortunate. There is a diversity of experiences that enhances your ability to lead because you run across more diverse situations and people. The industry board allows me to stay in touch with fellow leaders in the industry and work in Washington with elected officials. We have a policy of limiting the number of boards that our senior leaders can serve on. Don't get overextended – it's easy to do that because there are lots of needs."



EVAN WEISEL, principal, Welz & Weisel Communications

My Boards: Northern Virginia Technology Council; Equal Footing Foundation; Virginia Tech Department of Communications Alumni Board (Past boards include: American Small Business Coalition)

IS YOUR ORGANIZATION A MODEL OF TRUST AND INTEGRITY?

BBB Greater Maryland 2009 Torch Awards Official Nomination Form Due: **March 20**

Company name

Street address

City

State

Zip

Phone number

Fax number

Web address

Principal

Principal since (year)

Industry

Business start year

of full time employees

of part time employees

Family-owned (second generation or more)? YES NO

Minority/Woman Owned? YES NO

Is your company required to be licensed? YES NO

If yes, please list license number(s) and licensing agency(ies)

Nomination/Marketing Contact

Title

Contact Phone

Email address

Fax your completed nomination to BBB | Greater Maryland, attention Dianne Harvard at 410-347-3956 or mail to us at 1414 Key Highway, Ste. 100, Baltimore, MD 21230-5189.

Nominations* due March 20, 2009 - additional copies of this nomination can be found at www.greatertorch.bbb.org/torch-awards.

APPLY TODAY

www.greatermd.bbb.org/torch-awards

Nominate your business for BBB Greater Maryland's 2009 Torch Award for Marketplace Excellence.

Finalists will be featured in the September issue of SmartCEO.

Nominations accepted through **March 20** and are available online at **www.greatermd.bbb.org/torch-awards**

Categories for every size business, as well as, family owned and minority.

smart **CEO**

Required Reading for Growing Companies



BBB Greater Maryland Torch Awards

Trust • Performance • Integrity

BBB | Greater Maryland

1414 Key Highway Suite 100

Baltimore, MD 21230

p:410-347-3990

Human Resources keeping you up at night?



impactHR is your solution to a better night's sleep.

Combining strong business experience with a passion for people, we deliver HR strategies that get results. Through effective development and implementation of the right employee management practices, we can help maximize people performance and build value for the organization.



The Right Strategic HR Solution - A Partner You Can Trust
(410) 480-7145 • impacthr@impacthrllc.com • www.impacthrllc.com

Tucker Capital Advisors

Investment Banking and Corporate Finance Services For Small and Middle Market Companies



Bear Market Plan B

You have considered selling your business for some time, yet the market would indicate that now is not the right time. There are several reasons to put off a sale. Pricing has declined by about 20%, the sale process will take longer and you may have to provide a higher level of financing to the buyer. Plan B is to wait out the market. During this time, the thoughtful owner will rethink business plans, concentrate on customers and re-energize the management team. A simple Business 101 SWOT analysis is essential to strengthen weaknesses and reinforce strengths. Use this time to reduce debt and sweep away the things and processes that no longer provide value to customers. An owner should also use this time to work on an exit plan that will be highly successful when the market returns.

Visit us at www.tuckercapitaladvisors.com
Call us for a confidential discussion

S. G. Brooke Tucker
Managing Member | Tucker Capital Advisors LLC
410-472-0370 | 410-472-0371
2403 Benson Mill Road, Sparks, MD 21152
brooke@tuckercapitaladvisors.com



Why I Serve: "It's enabled me to network and build long-term relationships and be known in the community. I'll be in this industry for a long time to come, so it's an opportunity to get involved. Being on these boards lets me meet other CEOs, share stories and experiences, and provide insight and counsel. It allows me to keep my hands in different areas of my personal and business life and keep a finger on the pulse of the community."

ALAN BROCK, principal, ARCHTECH Design

My Boards: American Institute of Architects; Episcopal Housing Corporation

Why I Serve: "One reason is the networking aspect is very good.

In the mid '90s, I was with the same employer since I got out of college and was ready for a change, but didn't know where to go. I had been working on an AIA committee and got to know a board member who was a partner in his own firm. Through our experience of getting to know each other, he offered me a job. That was my first career move."



GORDON BERNHARDT, president and founder, Bernhardt Wealth Management

My Boards: CrisisLink (Past boards include: Orphan Foundation of America)

Why I Serve: "A big thing for me is serving a constituency that tugs at my heart. I think there are so many good charities out there, but if I'm being proactive, I'm going to go after something I feel passionate about – usually something that helps youth of our country."



DAVID CANFIELD, attorney, Bean Kinney and Korman, PC

My Boards: Goodwin House Inc. (Past boards include: Alexandria Chamber of Commerce; Alexandria Small Business Development Corp.; Friends of the Torpedo Factory)

Why I Serve: "With the Goodwin House board, the motivation first is wanting to find a way to offer up skills that I have to a nonprofit organization. And the motivator for me staying on that board has been the learning experi-

ence. It's exposed me to various aspects of a fairly substantial business enterprise in its own right, and also the opportunities to interface with people from different disciplines and be involved with the growth and development of the organization. It exposes me to things that I otherwise would never see sitting behind my desk 10 hours a day. It is fascinating on many levels.

ALVIN KATZ, CEO, Katz Abosch

My Boards: Associated Jewish Community Federation; Maryland Chamber of Commerce; Baltimore County Chamber of Commerce (Past boards include: the GBMC Foundation; Jewish Community Center; National Bone Marrow Foundation)

Why I Serve: "From a business point of view, it is the opportunity to meet and network with people. If I sat in my office all day and didn't get out, it is unlikely I'll get to know people. Also, a major opportunity is to see how others operate and learn from other people. As far as I'm concerned, I learn things every day. You never know where an idea will come from."



GARY G. PAN, president and CEO, Panacea Consulting, Inc.

My Boards: Northern Virginia Technology Council; Junior Achievement; Multiple Sclerosis Society; Wolftrap Foundation

Why I Serve: "It's important for CEOs to devote time to the communities they are a part of. When I was in middle school, I knew I wanted to own my own company. I was a Junior Achievement kid and I ran two companies as part of that program. Now, as an adult, I value that experience and want to make sure other kids get that opportunity, as well."



JOHN C. LEE IV, chairman and CEO, Lee Technologies

My Boards: Northern Virginia Technology Council; Information Technology Investment Board; George Mason University Foundation; Randolph Macon Board of Trustees; Big Brothers Big Sisters

Why I Serve: "From a personal perspective, I've developed some great friendships, friendships I would proba-

bly not have made had I not been on those boards. Secondly, it gives me satisfaction to practice some of my management strengths to help an organization grow. With a board like NVTC, it has helped me become a better leader because you are chairing a board that is comprised of 40 to 50 CEOs from other companies, so it forces you to step up. Personally, I get involved for one reason: to get involved in an organization I believe in and hopefully make it better. If I can do that, it gives me a lot of satisfaction.”

JOHN WHITE,
chairman and CEO,
Compass Marketing, Inc.

My Boards: International Foundation for Research and Education on Depression; Anne Arundel Economic Development Corporation; the United Way of Central Maryland Campaign; The Sharing Foundation

Why I Serve: “It has helped me meet a lot of people that I otherwise would not have met. It helps me be more well rounded. It lets me know I am part of something much bigger than the day-to-day fires in my company. It gives me perspective to see the community as a whole and its struggles and accomplishments.”



MICHAEL COHEN,
director, Glass Jacobson

My Boards: Beth Israel Congregation (Past boards include: Partnership for Learning)

Why I Serve: “At the board meeting last week, another officer approached me with an opportunity to hire, as an intern, an accounting major who had worked for this gentleman. In our profession, there is nothing harder than finding talented staff, so here was the opportunity to pick up a potential good hire for our future. Also, it has already happened where the board members have come to our firm as clients. However, if you join just for business development, you are going to be very disappointed. Finding the right organization with a personal connection is the most critical element.”



helpful to see how other businesses operate and how other senior leaders think – you absorb that experience like a sponge and take some tidbits back to your own company. The Polycom board has been a vibrant stew for me.”

KENT KRABBE, CEO, MAIF

My Boards: Maryland Highway Safety Foundation; Back on My Feet; Maryland Council on Economic Education

Why I Serve: “From a selfish perspective, you have the opportunity to be in a roomful of people with good ideas. When you are the head of an organization, you have great people working for you, but serving on a board lets you go outside the organization and import other good ideas. When you are on a board, you are likely there with other high-level people, so you get that exchange that you might not get within the organization.”



SAM POLAKOFF,
president, TBB Global
Logistics, Inc.

My Boards: The Samuel R. and Denise F. Polakoff Foundation

Why I Serve: “When you get onto a board, you are seeing things at a different level for oversight and guidance. The reality is, you’ll learn things about the intricacies of the financial world and what questions to ask. You’ll learn more by questioning, which is somewhat of an art.”

TOBY ECKHARDT,
CEO, Focused Image

My Boards: SOME (So Others Might Eat)

Why I Serve: “I’m a big believer in karma. I didn’t go into it looking for what I could get out of it. I believed that if you give back, it will come back to you. There is the natural cross-pollinating of the people who are on the board. I’ve made some very good contacts, but it was a secondary thing.”



KEVIN PARKER, president and CEO,
Delttek Systems, Inc.

My Boards: Northern Virginia Technology Council; Clarkson University Board of Trustees; Polycom; Camber Corp.

Why I Serve: “Serving on the board of another company like Polycom gives me an opportunity to interact with senior leaders from industries completely outside the software business. It has been very

We are your
experienced guide
through the
unknown



At Leonard J. Miller & Associates, Chartered, we feel it is important to form a close personal working relationship with our clients, where both parties contribute their special skills and knowledge.

All Accounting Firms Can Give You Answers. We Give You Ideas.



**Leonard J. Miller &
Associates, Chartered**

Certified Public Accountants, Business Consultants

425 St. Paul Place, Baltimore, MD 21202 • (410) 539-4600 • www.lenmiller.com

Does Your Web Site
Perform as Well as
Your Best Sales Person?
Answer = It Should!



Contact Us Today For Your
FREE Website Consultation
800.564.9826

www.groovecommerce.com

Site Design • Search Engine Marketing • Conversion Consulting



iINDIVIDUALS. iDEAS. iNFORMATION. on **BOARDS**

rules of order

ARE YOU A BAD BOARD MEMBER?

Experienced board members know that there are right reasons and wrong reasons to join a board of directors – and volunteering with ulterior motives in mind ultimately does a disservice to your board, your company and yourself. But even if your heart is in the right place, not knowing what you are getting into or overestimating your available time and resources can be just as detrimental. These board-service veterans share their advice on how to get the most – and give the most – when it comes to serving on boards.

“It’s like the gym: you can buy a membership, but if you don’t go to the gym, you are just making a donation and you don’t get anything out of it. If you don’t get anything out of it, you can’t blame the gym. Same with a board.”
ROLAND O. CAMPBELL JR., president and CEO, ROC Realty

“Take it slow and easy – you don’t want to spread yourself too thin. Most of us have day jobs and a marriage we want to maintain or kids that are important to us. You have to be careful what you raise your hand for. My dad taught me moderation, and it makes a lot of sense. Start with one organization and see how it goes before volunteering for other organizations. Once the word gets out that you’ve served on a board, word travels fast. Boards are always looking for new blood, so proceed carefully.”
BRIAN JONES, vice president, CJM Wealth Advisers



you start showing up on the list. Having your list of your passions makes it a little easier to decline those offers that don’t sync with your real interests.”
TEDD M. ALEXANDER III, managing partner, Credo Capital Management, LLC

“My board experiences have been mixed. I think that nonprofits in particular need to be respectful of board members’ time. Ask the question, ‘Why do they want me?’ It is fine for them to have motives, but you have know that you’ll be able to deliver. When you can, it is a win-win. Otherwise, you are setting yourself and the organization up for disappointment.”
CURT WINSOR III, chairman, Bank of Georgetown



“You can’t just be a yes person. Our job is to help these organizations and to ask, ‘How are you going to do that?’ If you are going to sit on a board, remember that this is a real job. It is helping to steer an organization in the right direction by bringing together people with diverse views.”
BOB BURICH, president, Georgetown Consulting



“Decide just how much time you have and budget your time. When people on the board ask for your time, let them know what you are working on and then ask for their advice on how you can best serve the cause. I’ve a tendency to want to help until I get frustrated. I would say my most successful conversations I’ve had is when I’ve said, ‘I am doing these things that occupy all the time I had to give, but if you see something that is more valuable than these areas, I am willing to let one of these things go in order to pick up something that would further the cause faster.’ So the time you commit can be the most valuable for that charity so they can feel like they are getting the best of you for the time you are willing to commit.”
JACK STANSBURY, president, Agency Insurance Group



“A lot of folks start nodding their heads without understanding the expectations. Before joining, understand the obligations of a board member in terms of financial investment, time investment or in-kind services. For example, if you do a lot of traveling, will attending the meetings fit into your schedule?”
BOB DINKEL, president and COO, FedResults



“Participate for the right reasons. You should go into them not really as a business development strategy, but for the purpose of serving within the context of that organization’s objectives. If you get some benefit out of it, that’s all well and good, but I think going into a charitable organization for business development objectives really misses the point. Companies have a basic responsibility of good citizenship that should be reflected through participation in and financial support for nonprofits. More is involved than an abstract notion that companies ought to ‘do good.’ Reciprocity, fairness, volunteerism and caring are among the ingredients of good corporate citizenship.”
DICK DUVAL, partner, Holland + Knight

“Recognize that your time is valuable and you don’t want to get burnt out on boards. You don’t need to be on too many of them. Read the bylaws and rules of that board. That sets up the whole plan of what they are supposed to do – and you don’t want to cause any problems.”
CHARMANE BAKER, owner, Vegetarian Desserts Bakery



“Before joining any boards, sit down with a blank sheet of paper and write down your areas of interest. In the same way that you are passionate about your business, you want to be passionate about your volunteer work, so don’t jump at every opportunity that comes your way – perhaps seduced by the idea that your name might be on a piece of stationary. Be careful not to stretch yourself too thin. The list of CEOs who like to give of their time is readily available, so you will be pitched often once

“It is important that the board’s mission is something you feel good about. It is not helpful to be on a board just to be on a board. It is helpful to look for well-run boards that allow you to contribute without taking an inordinate amount of time. Executives are pretty busy – we don’t have gobs of time – so you have to pick and choose.”
ED HAMMERSLA, COO, Trusted Computer Solutions





"If you are serving solely for the purpose of building your resume, it isn't going to work. You need to be driven. Even when you are, these are places that need the voluntary effort, so they will take as much as you can give, and then come ask for more. The committees are where the work happens, but also where the relationships get built. When you are working with three or four people, you start to get into their lives. You roll up your sleeves and learn as you go along. That's the best attitude to have because those people will make the most impact."

JOE CORISH, attorney, Bean, Kinney and Korman, PC

"I feel strongly that I don't think anyone should serve on a board if it is only about getting exposure for your own organization – that's the wrong reason. The work that you're doing is too



"One bit of advice: it is important to be part of the community. If you are going to be working here and creating a business and growing it, then the community is giving you an opportunity, so CEOs need to look for ways to give back, and I think board service provides an opportunity."

PAUL LESLIE, president and COO, Apptis

important. Take the time to learn about the organization, the culture, the strategic initiatives, the priorities and the values before you are too quick to make suggestions. Some people feel as though they have to participate right away, but I think we have to give people permission to be quiet at the first few meetings until they get the lay of the land and a better handle on the organization. It is all right to take the time to learn a place to be more effective."

MARY PAT SEURKAMP, president, College of Notre Dame of Maryland

"Figure out what you can bring to the board in terms of your knowledge and figure out how to share that. It has to be a passion, if it's not, then you can't get involved. If you are going to do it, do it all the way, not for the sake of having your name on the board."


PAULINE HARRIS, principal, SPIN, LLC

"If you are really motivated by the betterment of that organization, then I

think the byproduct will be good things flow from that. Strategically targeting boards for your personal benefit is not a good service to the organization. If you try to give away everything, it can't happen because the more generous you are, the more it comes back to you. If you are going to be involved, it is inevitable that it will take time. If you don't have the bandwidth to contribute, then you ought to think twice. Most CEOs, their time comes at a dear premium already."

MICHAEL FURBISH, president and founder, The Furbish Co.

INDIVIDUALS. IDEAS. INFORMATION.



DECISION MAKERS ONLY

JOIN US FOR BREAKFAST.

Come away with a hot perk for your employees.

Join us to hear how you can offer your employees the hottest perk in the nation for practically nothing. You'll also learn about some remarkable growth potential for businesses that make the right moves now, before the economy rebounds. Call or email to reserve your place at this limited-seating event.

Please RSVP to **Janelle Jeffers**
410.235.4427 ext. 208 or
jjeffers@vmginc.net

Sponsored by:



www.commuterchoicemaryland.com

COMMUTER CHOICE BREAKFAST
Thursday, March 26, 2009
7:30 a.m. - 9:30 a.m.
The Marriott Hotel
245 Shawan Road
Hunt Valley, MD 21031



5 reasons to serve on a board

There are many reasons, both personal and professional, to serve on a board of directors. Steve Gladis, president and CEO of Steve Gladis Communications, outlines his top five reasons for serving on boards. He is currently on the board of the Fairfax County Chamber of Commerce, the Northern Virginia Community Foundation, and the University of Virginia's School of Continuing and Professional Studies.



- You get the opportunity to give back. At this point in my life, I feel a great deal of obligation to return all I've been given. A quote applies here: "To whom much is given, much is expected."
- You get to play on a team. It's always fun to be part of a team, especially if the strategic direction is well defined. There is something about going on a journey together with people all rowing in the same direction that's fun and energizing.
- You get visibility for you and your company. Although visibility and recognition are never great reasons to serve on a board, such are the side benefits – particularly if you get actively engaged. Some people just get on boards and sit and wait for something to happen. That never works for either the board or the person. Engage in the board's work and see what kinds of great things happen.
- You get business. Again, it's not why you serve on boards, but if you get engaged, you meet potential clients, who will often ask, "So, what do you do?" This starts a conversation that will often lead to, "How about stopping over for lunch one day to discuss your company with me."
- You make good friends. Some of my dearest friendships have emerged from actively participating on boards. You learn a lot about people when you serve on committees with them and have to accomplish certain goals. That engagement often leads to association and eventually true friendship – likely the best outcome of all.



iINDIVIDUALS. iDEAS. iNFORMATION. on SEARCH ENGINE MARKETING

search me

HOW TO HARNESS THE POWER OF SEARCH ENGINES

BY JEANINE GAJEWSKI

If you've gone through the trouble of setting up a Web site, chances are you want some potential customers to drop by. One sure-fire way to lure more traffic is to secure a place atop the search results when a Web surfer types a relevant keyword into a search engine like Google, Yahoo! or MSN. But what is the secret to attaining – and keeping – a coveted high ranking?

In recent years, an entire industry has popped up around harnessing the power of search engines as part of an integrated marketing strategy. "Search engine marketing (SEM) is the idea of creating marketing and technical strategies to ensure a Web site is available to the search engines," says David Eisner, CEO of Dataprise, Inc.

Under that umbrella, there are two branches: search engine optimization (SEO) and pay-per-click advertising (PPC). SEO includes strategies to help your site rank high in the natural, or organic, search results. PPC is an advertising strategy in which companies pay to be listed in the "sponsored results" when users search for specific keywords. Companies are then charged each time a user clicks on the paid link.

"In either case, the goal is to drive traffic, whether you pay for it through the PPC or if you can optimize your Web site to naturally bubble up to the top in a given subject area," Eisner says. "Why that's important is the higher you rank in search results, the more Web traffic you'll receive, which translates to visitors and prospects and new business."

The ultimate SEO goal is to get within the first 10 results for the terms related to your business, says Ethan Giffin, CEO of Groove Commerce. "Most people will not go past the third page of rankings," he says. "Getting a number one ranking for your keyword drives exponentially more traffic than a number 10 ranking. The goal is to get as high as possible for the correct keywords."

And as more companies get wise to SEM, the more incentive you will have to join the fray. "I think CEOs need to start putting SEM their radar as more and more organizations are aware of the value," Giffin says. "If they don't do anything, their competitors may, so that will push them further down in the rankings."

"Most businesses have not done it yet," Eisner adds. "And those that do are clearly going to be ahead of the game in terms of Internet marketing in 2009, 2010 and the foreseeable future. Getting into the game early will give you an early advantage over your competitors."

GETTING THERE

Search engine experts employ a blend of technology and marketing acumen to propel a Web site to the top of the natural search results. It starts with focusing on the right keywords that Web surfers will most likely use to find your business.

"It is important to target the correct keywords and have an outward facing view at that," Giffin says. "For example, we met with a mortgage company that talked about 'lending' money, but the person getting the mortgage wants to 'borrow' the money. So they were using the wrong words to identify their customers. You need to have a customer focus and find keywords that are not so obscure or industry-focused that you miss the traffic. Most Web surfers are not that advanced, so you have to make it as easy as possible."

Once you've zeroed in on some keywords, the next step is to "optimize" your Web site. "Out of the box, most Web sites are not search engine friendly," Eisner says. "That is to say, they don't have the programming elements and content keys that search engines look for in deciding if the content is relevant."

So how do Google and the other major search engines figure out which sites to display on the first page? "They have a boatload of rules that weights it out and

"Getting into the game early will give you an early advantage over your competitors."

DAVID EISNER, CEO, Dataprise, Inc.



one RESOURCE
to Plan and Manage
Your Benefits.

one SOLUTION
that Best Fits Your
Needs.

one COMPANY
You Can Rely on
for Superior Service.



EMPLOYEEONE
BENEFIT SOLUTIONS

CALL FOR A FREE CONSULTATION TODAY

410-719-2222

VISIT US AT WWW.EMPLOYEE1.NET

creates a score for those pages,” says Chris Miles, CEO of Miles Technologies. “Since there are literally millions of results for some things, they use tie breakers. It might come down to the names of pictures, the words in the paragraphs – it is very intricate.”

Making it all the more difficult is the fact that search engines frequently tweak the algorithms they use to determine rankings – and they don’t share the recipe. “They can’t tell you every algorithm or you’d get a lot abuses, so they change often,” Miles says. “They have done a good job of making it fair. If you have site that pertains to what the user is looking for, and that site is updated often and has good text in it and is technically sound, with the proper meta tags and pictures that are named similar keywords, Google will show those relevant results.”

Eisner says that business owners often concentrate on highlighting their products or services online without an eye to what will get them noticed by a search engine. Having good content on your site and updating it regularly are integral for high rankings. “Step one: deploy a clear, sharp and relevant Web site,” Eisner says. “Step two: add fresh and unique content to that site.”

“Google loves new information,” Miles adds. “That’s why newspapers show up high because it is new. If all things are equal and your pages are updated more recently, you’ll show up higher.”



“If all things are equal and your pages are updated more recently, you’ll show up higher.”

CHRIS MILES, CEO, Miles Technologies

Just as important as creating a solid Web site and updating it frequently is having high-quality sites link to your site. “Think about it in terms of your neighborhood,” Giffin explains. “A good house can increase the value of your property whereas an eyesore can lower the value of your house. The same thing happens with people who link to your site. Web sites with high trust and quality can increase your rankings whereas sites that have poor trust can decrease rankings. A link from the *Washington Post* or *New York Times* has incredible value in increasing trust factor.”

STAYING THERE

Once you’ve secured a top spot for your Web site, there is still much work to be done. “The most interesting thing about SEM is that it changes often,” Miles says. “You may have shown up well at one time, but check back a month later and you might not show up at all. Tactical changes to your Web site could adjust where you show up in the engines. I think people build Web sites and never revisit the effectiveness of the marketing on a daily, weekly and monthly basis. Most build it, forget it, don’t get the results they want and then deem Web sites not effective for their business.”

Keeping your top status requires constant tracking and monitoring. “You need to track where the leads are coming from, really understand who is visiting, where they are going, what search words are bringing them in, which are not bringing them in, where you are lining up in the engine – and all of those things need to be looked out proactively,” Miles says. “A simple formula for success: if you see that one thing works better than the others, then you can pile your efforts into the one thing that works and pull away from the thing that only worked a little. If you do that daily, weekly, monthly, the marketing will really succeed. If you are just hoping you get it right the first time, it is like guessing on a multiple-choice test. Why guess if when you can look at the key and get the right answer?”

“The misconception around SEO is you can do it once – set it and forget it – and you really can’t,” Giffin says. “It is evolving and it takes time to get the proper elements in place for a search engine campaign. We are always analyzing what keywords visitors are using to come to our Web site, and we track our rankings on a weekly basis. We are trying to evolve the content of our site and add new content on a regular basis.”

Eisner says that just as Google employs a hoard of super-smart programmers to optimize their own search algorithm, businesses should hire or consult with talent

that can constantly monitor and adjust your SEM strategy. “You need to employ a similar dynamic strategy – meaning that you always have to be involved in SEM techniques. It is not a one-time event,” he says.

However, CEOs should be wary of companies that boast a cheap, overnight SEM solution. “There are a lot of snake oil salesmen,” Giffin cautions. “Any company that promises an overnight solution or guarantees rankings is definitely not on the up and up because that is impossible to do.”



“The misconception around SEO is you can do it once – set it and forget it – and you really can’t.” ETHAN GIFFIN, CEO, Groove Commerce

INDIVIDUALS. IDEAS. INFORMATION.

If your business could be anywhere, why not here?

In the largest city in Southwest Florida.

Where hundreds of thousands of workers are within minutes.

Where there are tens of thousands of square feet of new office space and light industrial buildings ready for occupancy.

Where robust broadband and the new Southwest Florida International Airport can connect you and your customers across the globe.

Where, after a day at work, you can be “on vacation” in your own tropical retreat along 400 miles of lakes and canals – in a place known for its value in waterfront property.

If your business could be anywhere, why not Cape Coral?

Cape Coral Economic Development Office
(239) 574-0444 • (866) 573-3089
www.bizcapecoral.com • ecodew@capecoral.net



when cash is king

STRATEGIES FOR SURVIVING AND THRIVING IN THIS ECONOMIC CONTRACTION

BY SCOTT HANDWERGER

Now that our political leaders agree that we are in a recession and have been since the end of 2007, what does it mean for the business owner? Before discussing ways a business owner can cope with a recession, let's review the business cycle's four phases:

- **Contraction:** a slowdown in the pace of economic activity, which can turn into a recession if the contraction is severe
- **Trough:** the lowest point of the business cycle, which can turn into a depression
- **Expansion:** an increase in economic activity
- **Peak:** the highest point in the business cycle

When the contraction phase turns into a recession, the business cycle can either turn to an expansion or a trough, and in some cases a depression. Predicting when a recession will end – and which way the business cycle will turn after a recession – is very difficult.

Business owners need to plan how they will not only survive this recession, but rebound sooner, stronger and in a better financial position than their competitors.

Unfortunately, most business owners apply defensive strategies during a recession and do not take advantage of the opportunities a recession might provide. A recession provides opportunities, such as forming new alliances and joint ventures, examining and fixing weak corporate structures and internal controls, hiring talent from weak competitors, developing new products and marketing strategies, and entering new markets.

To take advantage of these opportunities, business owners must take the necessary steps to first survive a recession. Put simply, "cash is king." Generating additional revenues and cutting costs are great for generating profits, but it is cash that keeps a company in business. Cash flow from a company's operations is what keeps a business going, particularly during a downturn, when obtaining cash from sources outside the business – such as banks and venture capitalists – is increasingly difficult.

Managing a company's cash flow by increasing cash intakes and decreasing cash outtakes is the most important task of a business owner.

A business must generate cash from its balance sheet and more directly from its working capital. Working capital is based on current assets of a business (inventories and receivables) less current liabilities (accounts payable). Business owners can increase cash flow by more prudently managing working capital and more directly managing inventory, accounts receivable and accounts payable.

Cash is needed for the inventory process, which consists of purchasing raw materials, transforming the raw materials to inventories and holding the inventories. Reducing inventory allows a company to save cash throughout the entire inventory process. The first step is to stop inventory growth by canceling or delaying future raw material purchases. The second step is to reduce current inventory by any and all means possible. During a recession most businesses get caught with high inventory levels and the costs of holding the excess inventory puts a strain on cash flow.

Every collection of a receivable generates cash. A business has numerous options to help generate cash from its receivables. The business owner might elect to sell the receivables for a reduced amount and let someone else collect. Some business owners offer discounts for customers who wish to pay early, and premiums for those customers who are willing to pay for longer pay terms. A good step for any business owner to take is to increase collection procedures for customers who are not paying simply because they do not feel like paying, and to devise a payment strategy for customers who want to pay but do not have the financial resources to do so. Finally, business owners can choose to simply stop selling to customers who are not paying.

Increasing your payables generates cash. By delaying payment to suppliers, a business is utilizing the supplier's working capital to finance the operations of his or her business. A business owner must decide whether a discount for early payment to a supplier is more favorable than extended payment terms. Cash can be saved by negotiating a bigger discount for early payment or negotiating a longer payment term.

This recession will not last forever. Managing cash flow effectively will afford a business to take advantage of opportunities to grow during and after this recession.

Scott Handwerger, CPA, is a tax manager at Gross, Mendelsohn & Associates. www.gma-cpa.com.

DON'T PAY NATIONAL PRICES FOR REGIONAL DELIVERIES

FXT is committed to providing superior shipping services to exceed all of your day to day business requirements.

Regional overnight envelopes for as low as **\$3.50** and the one call for all your delivery needs.



Offices throughout the DC/Baltimore metro area

800.296.9696
www.fxtran.com





RELIABLE, DESIRABLE, AND A GREAT VALUE TOO!

In this difficult economic climate, value for your dollar is more important than ever. At the Baltimore Marriott® Waterfront, we now provide an experience that is better than ever as a result of an extensive \$27 million renovation to our meeting space, suites, guest rooms, and concierge lounge. So when you are planning your next trip, meeting or special event, remember that the Baltimore Marriott Waterfront provides the best of all worlds - our hallmark Marriott Service, the premier location in Baltimore, a new look, cutting-edge technology, and a great value for your dollar. See below to find out how you could save up to \$50,000 on your next meeting.

LIMITED TIME OFFER: Select one choice from Category 1 and one choice from Category 2 to build your package of concessions. To receive this special offer, book your meeting by February 13, 2009.

Category 1:

- 10% of guestroom revenue applied as a credit to the Master Account (\$50,000 max)
- Complimentary two-hour Welcome Reception (\$30,000 max)

Category 2:

- Triple Marriott Rewards® Bonus Points (Group Only)
- 15% discount off full breakfast, lunch and dinner
- Complimentary high-speed Internet in guestrooms

REFER and EARN:

Simply refer this offer to another planner that books a meeting at either the Baltimore Marriott Waterfront or at the Baltimore Marriott Inner Harbor at Camden Yards (that qualifies for this promotion and signs a definite contract), and receive 25,000 Marriott Rewards® Bonus Points.


BALTIMORE MARRIOTT WATERFRONT

700 Aliceanna Street Baltimore, MD 21202

Phone 410.385.3000, BaltimoreMarriottWaterfront.com



Offer valid at participating hotels only. Offer subject to availability. Offer valid for new meetings that are booked before February 13, 2009. Cannot be combined with any other discounts, offers or promotions. Not applicable to previously contracted business, citywides or affiliate bookings. Available for groups totaling 75 room nights or more peak arriving on special value. Planners must be a member of Marriott Rewards to earn points. Maximum of \$50,000 guest room credit and maximum \$30,000 for welcome reception credit will be allowed. Other restrictions and blackout dates apply.



By Eric Tegler
Photos by Bryan Burris

When it comes to besting the recession, getting "defensive" is not a strategy. Some companies are bucking the status quo by adopting aggressive business strategies and

TAKING THE & BULL BY & THE HORNS

BY NOW

By now, the psychic shock of the financial meltdown/credit crunch/mortgage mess should be in your rearview mirror. The very pillars of the economy have changed and all of us have been dealt a new hand. The conventional wisdom, as you've likely heard for the last two quarters, is to sit on your cards unless you have pocket aces. That's what banks and capital providers everywhere have been doing. But some CEOs say it's a recipe for stagnation.

While Americans continue to buy and sell, there is ever-present opportunity, they say. There is also more room to maneuver than you might imagine and there are practical gestures you can make to sustain and even thrive. Cutting overhead and clinging to existing clients might get a firm through the recession, but it's a tactic, not a strategy. Firms that fail to develop a plan to retain and develop new business and people – a strategy – will be playing catch-up when the economy turns again. That's why a growing number of business leaders think it's time to ante-up and attack the recession.

THE FORGOTTEN BACKYARD

Aside from housing, there isn't a sector that has taken a bigger hit this year than the financial sector. Immense wealth has been lost globally. The International Federation of Stock Exchanges' report for December 2007 placed the domestic market capitalization of its 51 stock exchange members – from the little exchanges like Bermuda to the NYSE – at \$63 trillion. In December of 2008 the figure had nearly halved to \$32.5 trillion. Nationally, the Dow Jones lost almost 34 percent of its value in 2008, its worst year since 1931.

If you're in the financial business like Chip Lewis, you probably just wanted to pull the covers over your head and stay in bed. Lewis' company, Hunt Valley-based PSA Insurance & Financial Services, is a multi-disciplinary financial services firm with competencies including wealth and risk management, employee benefits, brokerage and consulting.

The drum beat of bad financial news had been in Lewis' ear throughout 2008 and, as for everyone else, reached a crescendo in October. By that time, he says, he had heard enough moaning from his peers and from the press.

"The financial tsunami and the constant belly-aching about the situation got to me," he says. "I was worn out after a few months of that and started contemplating the idea that 'there is nothing we can do.' I couldn't buy into that. Then I connected the dots and I thought, 'There is something we can do.'"

That "something" arose from inspiration Lewis drew from the business his son, Trey, has embarked upon. Trey's company operates in a realm far removed from financial services. The details we'll get to later, but it's worth pointing out that Trey's business has one of the most distinguishing hallmarks of a traditional enterprise: its scope is local.

Though Chip Lewis' firm serves regional and local clients, it must research and access global markets to provide its services. That leads, he says, to a mentality that values goods and services without regard for their geographic origins. Indeed, in this age of easy information, communication and transaction, goods and services from afar are often valued above those available nearby. It's a phenomenon that Samuel Clemens summed up well in the late 19th century when he quipped that, "an expert is someone from out of town."

Watching his son's business, Lewis figuratively concluded that he'd followed Clemens' maxim too often.

"What we can do," he emphasizes, "is support local businesses. Even in a business like ours, you can actually meet many of your needs locally."

The full force of the idea actually hit PSA's managing director before mounting the podium at a breakfast meeting.

"I was doing the introduction and I had a little script to follow," he says. "Spontaneity overtook me and on the way from my chair to the podium I decided to ignore my script [giving his marketing manager a coronary] and told the audience that the idea of doing nothing was something we shouldn't accept. I talked about what we could do.

The reaction was powerful. It was better received than anything I've ever done. I saw that this was a real idea, not just a notion in my head."

The audience, Lewis adds, had been expecting another run-of-the-mill introduction, rehashing the negativity already so prevalent. But his recognition of the seriousness of the situation combined with a positive message jarred his peers awake, he maintains.

"The reality is that we're in the deepest correction that anyone alive can remember," he says. "But there's no excuse for just sitting there and taking it. The economic impact of driving your consumer and small business dollars back into your community is awesome."

"We do business with good companies wherever, but we get close to home whenever possible. I'm not proposing that you make a bad decision. I'm not proposing that you pay more. I'm saying give the local guy a chance."

As many positive comments as he got that day, Lewis thought he'd better "walk the walk" rather than just lecture. So he had one of his staff members (PSA has about 140 people) pull a complete list of the company's payables. As Lewis went over it, one of the first things he noticed was PSA's outlay for office supplies from Staples. The figure was significant, bolstered by the company's recent acquisition of several competitors and a move to its new Hunt Valley headquarters. The product and services Staples provided were well executed and competitively priced, Lewis acknowledges. But he wondered if there was an alternative.

"I was familiar with but really didn't know Rudolph's Office Supply," he remembers. "They had called on us but we didn't give them the time of day. It's a husband and wife business. I picked up the phone, called and introduced myself. I said, 'Listen, I think I made a mistake. You've called on us in the past but I couldn't be bothered. I'd like to hear from you: what compelling reason do I have to do business with you rather than Staples?'"

Once he'd convinced the party on the other end that his was not a crank call, Rudolph's owners addressed his proposition, promising turn-around, supplies and pricing on par with or better than Staples. Lewis agreed to try their service and after a couple months it proved everything Rudolph's had promised. Then it was his turn for an unexpected phone call.

"They called me and said, 'We've been thinking. This has worked out well. Come on out and take a look at our business.' And that wasn't the intent."

PSA picked up a new client. The firm has since combed through its other transactions, seeking local suppliers and relationships where feasible. Lewis admits he's become an evangelist for the idea, even shopping at local grocery stores like Graul's and Eddie's for his larder. While the idea strongly appeals, he emphasizes practicality in executing it.



The University of Baltimore

We Build Business and Advance Careers

Make Connections with our 25,000 Merrick Alumni

B.S. in Business Administration	Learn more about our academic programs available on campus or online at:
B.S. in Management Information Systems	
B.S. in Real Estate and Economic Development	www.ubalt.edu/merrick
M.B.A. (UB/Towson)	
M.S. in Accounting & Business Advisory Services	admissions@ubalt.edu
M.S. in Taxation	1.877.ApplyUB
Graduate Certificates	

 **university of baltimore**
KNOWLEDGE THAT WORKS

“We do business with local, national and international companies,” he says. “We do business with good companies wherever but we get close to home whenever possible. I’m not proposing that you make a bad decision. I’m not proposing that you pay more. I’m saying give the local guy a chance.”

PSA’s marketing manager, Justin Hoffman, was in the crowd at the breakfast meeting and confirms the favorable reaction Lewis’ speech generated. He theorizes that its call for action is particularly appealing to business owners and leaders – people used to controlling their own destiny. Lewis has made a point to be visible to and in-touch with PSA’s clients, comforting them and helping them react prudently to the rapidly changing situation. He’s also kept on-message regarding the “go local” idea.

“There’s been a constant flow of people telling me it really hit home,” he enthuses. “They’re really doing something about it.”

One of them is his son.

WHERE THE BUFFALO ROAM

Think of the American Bison and scenes of the Great Plains come to mind. At this very moment a herd of about 100 roams – in Monkton, MD. They have no brand but the locals know they belong to the Gunpowder Bison & Trading Company. Trey Lewis brought the animals to the little town north of Baltimore in 2003. Bison meat (or any meat) raised and sold locally usually enjoys a competitive advantage because it need not travel long distance to consumers. Freshness is evident in the taste. It’s one of the benefits of going local.

Of course, most Marylanders aren’t even aware that bison walk our countryside. Before hunting drove them away, bison populated much of the eastern seaboard. But they’ve been a fixture of the American west and of late associated with media mogul and conservationist, Ted Turner. Turner is America’s largest private landowner with 2 million acres spread across 15 ranches in seven states in the Midwest and Southwest. He got into bison ranching in a big way in the 1980s, amassing herds that now number in excess of 50,000 head.

In 2002, he opened the first of 50 Ted’s Montana Grill restaurants, which feature Bison-centric dishes on their menus. Though initially disdained by small bison ranchers because he essentially cornered the market for buffalo, Turner is admired for the press attention and marketing exposure he brought to bison meat. His sprawling enterprise is also a perfect counterpoint to Trey Lewis’ boutique-sized Gunpowder Bison & Trading Company.

Gunpowder is the only serious bison business in a state that might seem an odd place to locate a bison ranch. But Lewis doesn’t think so.

“It’s a great market for the product that is very healthy, super lean,” he says. “It’s actually better for you than skinless chicken. This market is a higher income, health conscious market. Where bison are normally raised, out west and in more rural areas, it’s harder to sell meat because the population density isn’t there and the type of people who seek health-conscious meat aren’t there.”

A stumbling point for would-be bison ranchers is the fact that acreage here costs several times what it costs out west, but Lewis was fortunate to be able to take advantage of his family’s existing 75-acre farm. Even still, Lewis believes that land costs are balanced by the fact that Gunpowder can sell more meat here than in other markets. And because most of its clients are local, shipping costs are not significant.

Gunpowder supplies area restaurants including Woodberry Kitchen, Corks, Saschas, Gertrudes (Baltimore Museum of Art), Manor Tavern and Padonia Station. It serves local retailers, Graul’s and Eddie’s supermarkets and offers its meat at farmers markets as far south as Washington, DC. The vendors not only approve of the freshness of the product but of the fact that they can take a short drive and see it on the hoof.

“There are actually some better conditions here [than out west] because the grass is of higher quality and there is more access to other feeds from hay to corn,” Lewis adds. These points are driven home when you look one of his bulls in the eye. Domesticated the bison are not, and as a result they are more intelligent, aggressive animals than standard cattle. They can run at speeds up to 35 miles per hour and come from a diverse gene pool. They’re subject to few diseases and their health is evident. It shows in the cuts of meat on offer in Gunpowder’s own retail space on the farm.

Lewis is not a born rancher, though growing up on the family farm accustomed him to agricultural pursuits. Exposed to bison meat in culinary school, he wondered

A Family Owned and Operated Telecommunications Company Since 1997



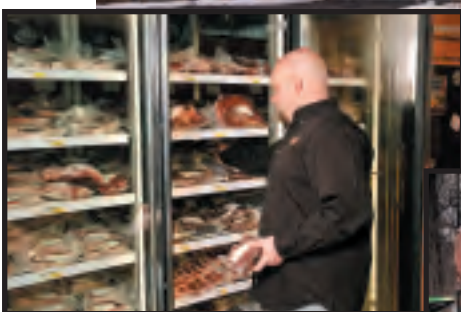
Time to Upgrade?



Teltek
Trusted Innovation

- Sales
- Service
- Relocations
- Cabling

410.552.6580 • 1.866.9.TELTEK • www.myteltek.com



why it wasn't more readily available in the area. Though a few farmers have raised bison locally, they've done so as a hobby, making meat available sporadically and never marketing it. "No one's been willing to take the risk [of launching a business]," Lewis asserts. "It is expensive."

In 2003, Lewis began building the necessary infrastructure on the farm (buildings, pens) and brought in his first eight animals. He knew nothing of bison but hired one of the few "bison consultants" and started from scratch. "He came in and taught me what fences we needed, what the animals were like and how to handle them – everything," Lewis says.

Six years on, Gunpowder is expanding. The company will lease an additional 110 acres a short distance away so that it can grow the herd to approximately 200. The scale of the operation nonetheless remains relatively small, and Lewis and his wife, Angela, oversee a handful of employees dedicated to promoting bison as well as growing their business.

Typical bison fare includes burgers, steak, ribs and other conventional cuts. Gunpowder dry-ages its meat in the same fashion as high-end Angus beef. The animals' grass feed is supplemented with corn to lend a more familiar taste.

"The taste is not very different from beef," Lewis says. "It's not gamey; it's a little sweeter and very lean. That's a point we're always trying to drive home."

Angela Lewis adds that the company leverages the benefits of its local origins (Maryland grass is considered particularly good for the buffalo) in marketing and advertising.

"You know where the meat came from," she says. "The bison are not processed in a big plant. They eat all natural feed. We don't add any hormones, feed additives or antibiotics."

They're butchered locally, as well, in a family-owned shop in Lancaster, PA. Finding a butcher that would take on bison was one of the toughest challenges he faced, Lewis says. The company he uses saw their facilities burn to the ground about the time he was looking for a partner. They agreed to build new facilities with the heavy-duty equipment necessary to handle bison, and Gunpowder became their first new client.

This instance of mutually supporting local businesses is the kind of example that gave Chip Lewis the inspiration to articulate his "go local" message. True to his father's mantra, Trey strives to source his suppliers – feed, packaging, transport, office – locally. While Gunpowder now sells online to businesses as far away as California and Hawaii, Trey Lewis says he'll continue to emphasize the Monkton origins of his product.

"Things have come together here and we're growing," he says.

'STRUCTURAL RECESSION'

While strengthening ties with neighbors is an obvious survival strategy in difficult times, not every business can survive simply by tending to that strategic path.



helping your business **grow** in a tough **economy**

by improving your profitability

by providing expert accounting services

by minimizing your taxes

by maximizing your personal wealth

by identifying tax planning opportunities

by understanding your goals

by developing an effective business plan

by providing you with an advantage

ACCOUNTING, TAX & CONSULTING

Together with MHM, one of the Top Ten accounting providers in the nation



Contact Greg Allender
301.951.3636 • www.cbiz.com

our **business** is growing **yours**

© Copyright 2008. CBIZ, Inc. NYSE Listed: CBZ. All rights reserved.

CBIZ clients may also be interested in the audit and attest services provided by Mayer Hoffman McCann P.C.





PBCU offers Business Services

tailored to your business needs



Business Deposit &
Loan Products designed for you!

For more information call Sarah Lee at
410.771.3850 ext. 272,
or visit www.pbcu.com.

NCUA

Business Membership Eligibility: Business entities located within 25 miles of a Point Breeze Credit Union location. Certain restrictions may apply.

AS ORIGINAL BY
Point Breeze

For some business segments, quickly changing fundamental company structures and shifting resources to wholly different revenue streams is the only way to get through.

This is the fourth recession Robert D. Fox has seen. He's the principal of Fox Architects LLC, one of the largest design firms in the Washington area. An award-winning firm, Fox is also one of *Washington SmartCEO's* "Five On Fire" firms (January 2009). Fox employs 70 people in two offices in the Washington metro area and specializes in corporate headquarters and campuses, and governmental, institutional and mixed-use projects locally and nationally.

Architecture is a particularly interesting business. It is essentially intellectual property yet the fruits of its labors are manifest in wood and glass and steel. Tied to real estate, government spending, fashion, consumer spending and the credit markets, it nonetheless runs ahead of development in those sectors because it relies on a pipeline of projects. As such it's one of those "canary in a coal mine" businesses that signal where the economy may be headed.

Robert Fox says he had an inkling in July 2007 when he noticed a deceleration in pace of projects his company was able to line up. Nevertheless the company continued to perform, and like the rest of us, he expected a relatively shallow slump followed by a return to growth.

"The typical [recession] pattern is that we see it first, then I'll wonder what's going on and eventually read about it in the paper six or eight weeks later. The pattern for this one is different," he says. "From our perspective things were pretty strong right up to the third quarter. What we're starting to see now is that our clients are having trouble obtaining credit. Projects are being put on the back burner."

In December, the American Institute of Architects (AIA) Architecture Billings Index posted its lowest level since the survey began in 1995. As a leading economic indicator of construction activity, the ABI shows an approximate nine to 12-month lag time between architecture billings and construction spending.

"With mounting job losses, declines in retail sales and travel cut-backs, the need for new commercial facilities has dropped considerably recently," AIA Chief Economist Kermit Baker says. "What's just as troubling is that the institutional sector – schools, hospitals and public buildings – is also beginning to react to tighter credit conditions and a weakening economy."

As a result, things are tough for architects. Layoffs have become the norm as they were in the 1990-93 recession wherein some 40 percent of architects lost their jobs, according to UK's *Guardian* newspaper. While trimming staff is a time-honored tactic, many firms recognize that it's bad strategy. Architectural and engineering talent is hard to come by in good times. That's why firms across the country are struggling to hold on to their employees.

Bing Sheldon, founder of Portland, OR-based SERA Architects, has asked his employees to work four-day weeks. As project loads lighten, Sheldon explains, employees in a particular project team shift to a reduced week while retaining full-time benefits. As new projects are landed, they shift back to full-time schedules and another of his groups pulls back to four days.

In addition to overhead reduction, the strategy allows SERA to market its talent continuity. Clients, Sheldon explains, don't want to begin a relationship with a designer only to find they have been laid off. "We can tell the client, 'We have the staff for you.'"

Back in Washington, Robert Fox has managed to keep all of his staff busy full time. "We haven't really considered [scale-backs]. The work is still there, there's just less of it," he says. "Our strategy remains to go where that work is and obtain it as opposed to retrenching. I think we'll see new services offered as firms adapt to what the market needs. I look at the recession as an opportunity to go back and take a hard look at our business."

When Fox says he looks at the recession as an "opportunity," it may sound like so much CEO-speak, but the sentiment is based on personal experience. He's proved that opportunity exists in difficult times.

EXPLOITING THE DOWNTURN

While a generation of architects saw their professional aspirations seemingly vanish during the early '90s recession, Fox did something "contra-indicated." He quit his job and started his own business.

"I'd been working for a firm called Studios," he remembers. "In July of 1991 I resigned from the firm and started my first [architectural] business in August. I guess

I was too dumb back then to realize what I was doing. There were three of us in the firm and my attitude was that in a recession the economy is a little slow. It doesn't mean that all building projects are going away. People will need our services, maybe not as urgently. But if we do our job the best we can and maintain our relationships with our clients, we'll be fine. As a result we grew right through that period from 1991 to the next [economic] growth period. And we did have our pick of good, talented people. There were a lot of them out there looking, even begging for jobs."

The message is, don't toss aside your professional aspirations. While your firm will require realistic, careful stewardship, a vision for its future remains essential, and perhaps even more important, in an austere economic climate. To realize your vision you'll have to have the right help in place and now, Fox says, might be the best time to get it.

"The architectural profession is one in which you need a lot of experience," Fox says. "That experience comes over time. Architects need five to eight years before they're really productive."

Suddenly, those architects are available.

"In the last recession I had a guy with 10 years of experience who was probably one of the most talented architects I've had the pleasure to work with positively begging for a job paying \$40,000 a year," Fox remembers. "Eighteen months ago, we were out begging for talent which we'd pay two-and-a-half times that."

That's why Fox says he's keeping tabs on the talent pool. Now may be an ideal time to add valuable acumen to your firm at a reasonable price. Fox Architects will likely do just that. Its principal confides that, contrary to convention, one of his more talented people just left for a consulting firm. "The guy is also a very talented artist" Fox says. "He was looking for a way to work and still support his art career."

One of things economic down cycles do is force companies and individuals to consider opportunities they ignore in boom times. In the last deep recession New York City architects turned from the towering skyscrapers they'd concentrated on to try their hands at more pedestrian projects like jails, courthouses, hospitals, laboratories, public housing or mass-transit.

Fox Architects' expertise in commercial office design is highly valued in new buildings and renovations. But its principal has divined more opportunities in partnership with commercial property managers. Working together, he explains, they're more likely to attract new tenants and create design business.

"I look at the recession as an opportunity to go back and take a hard look at our business."

"What we see in this market is that leases will continue to expire and tenants will have to move," he says. "There's an opportunity for tenants to upgrade in a down market. They can go from B or C level space into A level space and their rent will probably either stay the same or go down. That's also an opportunity for us."

Curiously, fallout from the market meltdown may create more business in Fox's backyard. The company has taken on more national work in the past two years and continues to follow its clients, but Robert Fox views his DC location as particularly felicitous. In this recession, failed deals in New York, Los Angeles and Chicago can evolve into potential projects in Washington.

"Our clients took us [out of the DC metro area] and we're continuing to work with them," he says. "But I feel very fortunate that we're based in this area. In the past, we've done well through recessions and if predictions hold, there'll be a lot of government spending. There's also a lot of financial movement, as in financial institutions, to the DC market. The DC government is going to be spending through a lot of contractors based here so hopefully, we'll see some benefit from that."

Fox advises other CEOs to be wary, avoid debt and build their balance sheets, but he also encourages continued prospecting and relationship building. That's an easier task in Washington, he acknowledges, but it remains vital.

"If you're in a market like Washington where the number of deals and the churn rate is much higher, what you see is an incremental increase in knowledge, experience and connections that come with each deal," Fox says. "You're doing a lot more and learning a bit from each one. That gives you an edge in the design or technical capability you can bring [to a project]. We're in the people business and the more people you deal with, the more talent you can find, the more potential you can bring to the firm."

CEO



announcing
THE CEO CLUB OF BALTIMORE'S
APRIL 9TH MEETING...

Join us for lunch and welcome:

Duane Cashin

"Duane is serious about ROI and he delivers!"
-Bill Albro, Sprint

"Differentiate Yourself"

Differentiating yourself and organization in a crowded market place. Effective sales strategies and tactics for capturing attention and earning trust.

Date: Thursday, April 9, 2009

Time: 11:00am - 2:00pm

Location: Harbor Court Hotel
550 Light Street, Inner Harbor

Price: \$98 per person

To reserve your seat for this meeting,
please call Doug Strouse at (443) 275-1897

*Make your
reservations now!*

*Seating is limited
and will fill quickly!*

SPONSORS

Capitol Office Solutions

Corporate Printing
Solutions, Inc.

Global Data Source, LLC

Griffith Brillhart Builders

Innovative Gourmet

Merrill Lynch/
The Pearce Group

SmartCEO Magazine

Wexley Consulting - HRD

**When IT Matters
Do you have the Right Partnership?**



www.OmegaCorIT.com

Whether your needs are in resource management, finance control, project administration, sales/marketing support, business automation, custom software development, or other critical areas of operation, our skilled teams create and manage technology solutions customized to help organizations:

- » Maximize Productivity
- » Achieve Optimal Performance
- » Produce More Bottom-Line Savings
- » Improve Decision-Making
- » Strengthen Customer, Vendor and Employee Communications and Relationships

OMEGACOR | Partnership • When IT Matters
TECHNOLOGIES

600 McCormick Dr. Suite F - Glen Burnie, MD, 21061 - 410.690.6490

HOW'S YOUR BOTTOM LINE LOOKING?



Smart CEO's know that addressing employees' health is a crucial part of corporate strategy, not just a cost management issue. Why?

Because your people are your greatest assets. If they are not healthy, then your productivity is diminished and your health insurance costs skyrocket. It's that simple.

Join companies like USAA, Citibank, General Mills and scores of others who are enjoying returns of up to \$5 for every \$1 invested in corporate wellness.

MAC is the area's leading provider when it comes to promoting prevention. We can help you with:

- On site HRA's
- Reduced rates on health club memberships at our 3 area facilities (plus access to 15 other area clubs)
- Results oriented programs including weight loss, aquatic therapy, personal training and more
- Online exercise programs and nutrition guidance— for anyone who travels regularly

The MAC team will help you design a program that's right for your company, including incentives for participation and a positive return on investment.

To get started, contact Sue Selckman at 410.453.9111 ext. 253.

MAC@work
solutions for a healthy workplace

THREE CONVENIENT LOCATIONS

Timonium 110 West Timonium Road, Timonium, MD 21093
Harbor East 655 President Street, Baltimore, MD 21202
MAC Express 11212 McCormick Road, Hunt Valley, MD 21031

macwellness.com

10 ways to INSPIRE EMPLOYEE TRUST

Cultivating employee trust is crucial to the success of your business. Three facts are indisputable:

1. Employees are more productive and have greater levels of job satisfaction when working in organizations that possess high levels of trust.
2. Employees don't want to stay very long in organizations where there are low levels of trust.
3. As a leader, you have more impact on the trust level in your company than anyone else.

Following are 10 ways you can inspire trust in your employees.

1 >> SHOW MORE TRUST IN OTHERS

One of the most interesting things about trust is that it is reciprocal. The more others in your organization perceive that you trust them, the more they will trust you. Here are some ways we recommend you signal more trust to your employees:

- If you're not one already, work on becoming a "truster." You can do this by assuming that employees can be trusted until the time when you have clear evidence that they no longer deserve your trust. This is quite a different perspective from the attitude of those executives who assume that employees cannot be trusted until they do certain things to earn their trust.
- Look for opportunities to delegate more responsibility, along with more decision-making authority, to your employees.
- Lessen reviews and minimize checking of procedures because they merely allow you to feel comfortable that projects and assignments are being carried out properly. Effective CEOs have learned that they need to demonstrate their trust in employees through their actions. The more they do this, the more their employees will regard them as trustworthy.

first move. Leaders let others know what they stand for, what they value, what they want, and what they hope for. This is not easy to do because it's risky. You cannot be certain that your employees will agree with what you stand for, appreciate your values, or buy into your plans and aspirations. By demonstrating your willingness to take such risks and by being open, you will



Douglas Strouse &
Kenneth Wexley

encourage others to reciprocate. Until high-level executives take such a risk – a big step in building interpersonal trust – they'll find it impossible to get others to take a similar risk.

3 >> BE PREDICTABLE

Let's take a minute to talk about a CEO named Ben. Although Ben has done a good job of demonstrating to his employees that he is technically competent and that he knows what he is doing, his employees do not really trust him. They find it difficult to rally behind his vision, his strategic goals, and his key decisions. They don't have enough comfort to anticipate how Ben

2 >> YOU "GO FIRST"

In the book, *The Leadership Challenge*, James Kouzes and Barry Posner point out that leaders have the responsibility for building trust within their organizations by "going first" – by not waiting for employees to make the

will react in certain situations. Why not? They see him as someone whose decisions can be swayed by the last person who spoke to him; as someone who says “yes” just to end discussions when he knows very well that he cannot deliver on his promises; as someone who can be “Dr. Jekyll” one minute, and “Mr. Hyde” the next; and, as someone who will change directions or his mind without explaining his reasons.

Remember this: People are wary of leaders who do not possess sincerity.

4 >> OWN UP TO MISTAKES

When is the last time you made a mistake and surprised your employees with your candor by admitting it? We hope you have done this recently. Clearly, this is an essential ingredient for creating a trusting climate within your company. Particularly in today’s times of CEO crises, employees do not trust leaders who pretend to be infallible and who try to cover up their mistakes. Admitting mistakes and vulnerabilities is not a sign of weakness. Instead, it sends a message to employees: “I’m real, approachable, and trustworthy.”

5 >> MAKE OTHERS FEEL SECURE

Organizations where employees feel secure also have a high level of trust. The following questions will provide you with some insight regarding what you need to foster employees’ feelings of security and safety.

- Do I ever “shoot down” or ridicule employees’ ideas or suggestions in private or during our staff meetings?
- To what extent do I use various coercive powers (e.g., threats of dismissal, demotions and unpleasant assignments) to gain employees’ commitment?
- How much do I exhibit anger, frustration and defensiveness when my employees disagree with me or resist doing what I want?
- Do I negotiate differences by making others feel as though they’ve been taken advantage of or else defeated?

6 >> KEEP PROMISES

Trust is an extremely fragile thing. Think about this: it takes a lot of effort to build others’ trust, and so little to lose it. By far, the quickest way to lose someone’s trust is to make promis-

es and then fail to stand by them. *The Successful Manager’s Handbook* (published by Personnel Decisions Inc.) offers several excellent ways to prevent this from happening:

- Resist the urge to make empty promises to keep employees off your back or to buy yourself extra time.
- Avoid making statements that others may misconstrue as being a promise. For example, employees overhearing you say, “I’ll try to make your Monday meeting” might believe that you will definitely attend their meeting. Using clear and unambiguous statements will eliminate this type of confusion.
- Maintain a list of your promises along with an action plan and due dates. Check off when you have fulfilled each of your promises.

7 >> GAIN A GENUINE UNDERSTANDING

Employees will not trust you to act in their best interests until you show them that you have a genuine understanding of their needs. To accomplish this, you need to:

- Look for ways to make yourself more accessible.
- Meet with your employees to find out what they enjoy about their jobs and your company, as well as what frustrates them.
- Listen carefully to employees so as to understand what they are saying from their perspective, not yours.

8 >> TELL IT LIKE IT IS

No high-level executive can hope to gain others’ trust if they are regarded as being someone who is “secretive,” “who plays things too close to the vest,” or is “sneaky.” The best CEOs are thought of by their employees as being sincere. They “tell it like it is,” regardless of whether the message is good, bad or ugly. These are people who don’t “color coat” things nor “play games.” They do not hesitate to let employees know what’s going on even when they realize that their communication is not going to win them any popularity contests. Remember this: People are wary of leaders who do not possess sincerity.

9 >> BE STRONG AND DEPENDABLE

In a survey of managers who were asked what they believe is the most important way their CEOs and other high-level executives can gain their trust, one characteristic dominated their com-

ments. As one manager stated, “We know we can depend on our CEO and other executives in our company to guide us down the right pathway. They’ve led us through both the good and the bad times.” These people have been through bad times before with their CEOs and know that their CEOs have a certain degree of “true grit” and, therefore, won’t fall by the wayside.

10 >> IT CAN BE LONELY AT THE TOP

High-level leadership can be quite lonely. It can be difficult to obtain candid feedback concerning how well people in your organization truly trust

you. If you’re fortunate, you’ll be able to find someone in your company whose opinions you value and who will give you candid feedback. If there is no such internal person, seek the services of a professional executive coach. In either case, ask this person to answer the following two questions: (1) To what degree do I possess each of the attributes discussed in this column? (2) What should I do to inspire more from people in my organization?

Kenneth N. Wexley, Ph.D. is an organizational psychologist and president of Wexley Consulting - HRD, an Annapolis-based management consulting firm Douglas A. Strouse, Ph.D. is the president of the CEO Club of Baltimore and an organizational psychologist.



Memory Ball 2009

“Dancing Stars”



Honoring Dorothy Hamill

Saturday, April 18, 2009

7:00 PM - Midnight

Hilton Baltimore Hotel

You can choose the winner!

Our “dancing stars” are counting on your votes to help them win—for themselves and for everyone who is affected by Alzheimer’s disease.

Vote for one or all of the couples online at www.alz.org/maryland

Our Dancing Stars

Natalie Beese
Dr. Jason & Mindy Brandt
Maria Broom
Lee & Christine Gedansky
José Jimenez & Maria Rodriguez
Sherrie Johnson
Jaime Park
Lainy Lebow Sachs
Terri Taber
...and other star dancers

Dance instruction courtesy of

Towson Dance Studio
Helmut Licht
Ballroom Dance Company

For more information, call
Amanda Sciukas 410.561.9099

Corporate Sponsors

Correct Rx Pharmacy Services, Inc.
Merritt Properties
Keswick Memory Care Assisted Living
Law Offices of Peter T. Nicholl
Genesis HealthCare
AmeriSource Bergen
LifeBridge Health
Bon Secours Baltimore Health System
CareFirst BlueCross BlueShield
DLA Piper
Epic Pharmacies
G. Foss Consulting
GBMC & Hospice of Baltimore
Goodman & Company
Keller Stonebraker Insurance
IBM
Johns Hopkins Medicine
KCI Technologies
Legg Mason
Oberl Kaler
Saul Ewing
St. John Properties
UPS
Leadership Maryland



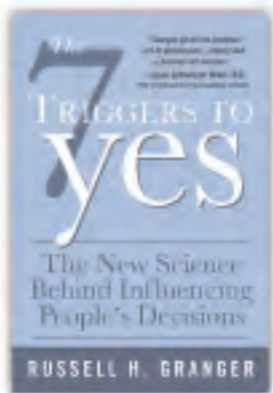








A roadmap of how the brain works when making decisions



The 7 Triggers to Yes

The New Science Behind Influencing People's Decisions

by Russell H. Granger

240 pages



Roadmaps. With a good one you can get anywhere with confidence. Bad ones will just make your situation worse. We all know the power of a roadmap when we are driving, but what if you had a roadmap to influence – a roadmap, if you will, of navigating people's minds? That, in essence, is the promise of a new book by Russell Granger, *The 7 Triggers to*

Yes: The New Science Behind Influencing People's Decisions.

Using some of the latest research into how the mind works, Granger takes readers on an interesting journey into influence. *The 7 Triggers to Yes* provides a compelling picture into how the mind works. Although Granger falls short of actually providing the roadmap that is promised, that does not reduce the importance for marketing, sales or

growth professionals to learn and understand what Granger is presenting.

The most useful focus of *The 7 Triggers to Yes* is just how much emotions control our decision-making – and by extension, how little logic and reasoning do. Using brain scans, fMRI research and other studies, Granger clearly illustrates that if humans were forced to rely on logic and reasoning to make decisions, we would, literally, be unable to do so: “Emotions not only guide our decisions and actions, but without them we’d be incapable of making decisions.”

Granger highlights a study that discovered that when the emotional centers of the brain were damaged, people were incapable of making even the most basic, repetitive decisions. *The 7 Triggers to Yes* clearly demonstrates the need for anyone looking to exert any influence to communicate emotionally, rather than logically. While this is certainly not news to anyone who has

studied sales and marketing before, Granger's observations provide more specificity as to how. This specificity is both the highlight of *The 7 Triggers to Yes* and where the book falls short. Granger's “roadmap,” or what he calls the 7 triggers are: friendship, authority, consistency, reciprocity, contrast, reason why, and hope.

While these seven “triggers” provide interesting insights and an interesting model with which to structure the book, the observations used to support these seven “triggers” are trite, seemingly coming from the banal self-help material. Words of wisdom, such as, “liking is a prerequisite to trust,” “when someone we accept as an authority suggests something, we abandon our need to research,” or “people need a reason why” take away from the very important material in the book.

Granger would have been much better off had he focused *The 7 Triggers to Yes* around five core principles. These

Here, Get The Stuff They Didn't Teach You In Business School



Discover solutions to the unusual and unexpected problems that plague even the most carefully-run businesses. Order your copy

now at www.runningyourowncompany.com
... or at Amazon.com



INNER CIRCLE MID-ATLANTIC
Peer Groups Exclusively for Business Owners

410-323-7429

www.InnerCircleMidAtlantic.com
here@InnerCircleMidAtlantic.com

20 YEARS OF IMPECCABLE SERVICE

Come celebrate with us at our new Timonium location!
Pick up and Drop off available

SAVE UP TO 50% OFF DEALER SERVICE CHARGES

AUDI
ACURA
BMW
CADILLAC
INFINITI



JAGUAR
LEXUS
MERCEDES
PORSCHE
VOLVO

We service all makes and models.

SPECIAL 10% DISCOUNT
For new customers on your next service or repair.

Padonia Center • 200 West Padonia Road • Timonium 21093
www.prestigeautomotiveonline.com • 410.561.9696

five principles are critical for anyone who wishes to influence anyone else about anything. They are:

- People do not like to think – and rarely do. This does not mean that people are not smart or capable. It just means that we have so much going on, and our emotional centers are so central to what we do, that the only way we could possibly navigate the world is by working 99.8 percent of the time on autopilot. An interesting study on in the book highlights the pain associated with thinking.
- Communicate with people on their terms – not on yours. Because people operate on “autopilot” the vast majority of the time, when you force them to change approach or to “understand you,” you reduce the likelihood you will communicate effectively.
- The human brain needs contrast to understand. Simple, clear and different are the keys to communication. This is why stories are so important.
- Consistency is critical to long-term influence. Being that the mind works on contrast and notices what’s different, when your communications and approach lack consistency, the receiver is forced to think – which eliminates

the likelihood that you will influence them.

- People operate emotionally – that’s it. By the way, this applies to engineers as well.

I work with hundreds of people responsible for communicating and influencing audiences. If I could just get them to understand these five principles and apply them, the results would be astonishing. *The 7 Triggers to Yes* is a nice complement to *Made to Stick* by Dan and Chip Heath (reviewed May 2007). What *Made to Stick* told through stories and observations, *The 7 Triggers to Yes* illustrates through brain scans and science.

Granger does an excellent job of taking a very threatening and complex subject and communicating it in an easily understood, approachable manner. Granger spends less time explaining the science than he does helping you understand its application. With the possible downside that it comes across a little preachy, the approach is much appreciated.

Doug Davidoff is founder and CEO of Imagine Business Development. www.imaginellc.com.

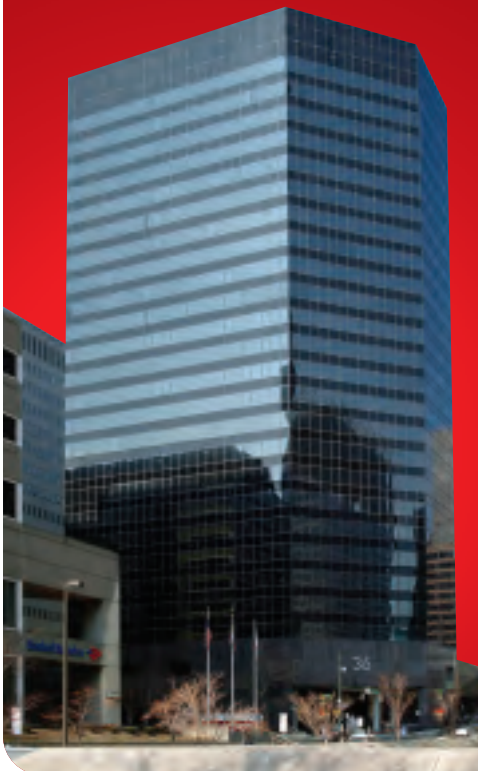


Our Craftsmanship Is All Around Town.



410-662-6100
HighMountainSigns.com
Ian Hochberg, President

ELECTRICAL • MECHANICAL • PLUMBING • SERVICE



Protect this Property

When you own or manage valuable commercial properties the objective is to protect it and keep it running efficiently. It not only increases value, it also reduces operating cost. L.H Cranston has 60+ years experience in providing a wide variety of facility support services to assist you in protecting this property.

- Facility and Property Management Support
- Short Term and Long Term Licensed Personnel
- Energy Management and Audit Solutions
- Building Transaction Services
- Remote Monitoring
- Project Renovations

L.H. CRANSTON | Facility Services

Please call L.H. Cranston at
410-252-7100
for an estimate on your project.

 **CRANSTON**

Providing total building comfort since 1946

L.H. Cranston and Sons, Inc. | 11111 Pepper Road | Hunt Valley, Maryland 21031 | 410 252 7100

lhcranston.com



MACKENZIE



“MacKenzie made it easy!”

“The MacKenzie Companies worked as a one-stop shop for our commercial real estate needs. Experienced leadership, comprehensive market research, and clear, on-going communication made it easy for us to focus on our top priorities, our customers.”

- Robert A. Altieri, President and CEO
Carrollton Bank

MacKenzie professionals communicate across disciplines to deliver custom real estate solutions. It's an effective synergy that is unique in the real estate industry.

Find your place with **MacKenzie**.

BALTIMORE | LUTHERVILLE | MAPLE LAWN | ANNAPOLIS | BEL AIR

410.821.8585 VISIT US ONLINE www.mackenziecommercial.com

Brokerage

Finance

Property Management

Contracting

Commercial Development

Residential Development

Consulting

IF YOU DON'T KNOW WHERE YOU ARE GOING,

YOU PROBABLY WON'T GET THERE!

YOGI BERRA



Every business owner exits from their business sooner or later.

Exit Planning is a process that enables you to arrive at your ultimate destination.

Planning your exit years in advance can make the difference between regrets and rewards. Learn about **Final Cast™** a proven 7 step process to a successful exit.



Clarke Langrall, Jr., President
(410) 583-1777
clarke@forecastadvisors.com
www.forecastadvisors.com
600 Fairmount Ave., Suite 202
Towson, MD 21286

We build the roadmap for you to PLAN, MANAGE AND PROSPER.
Serving business owners for over 35 years.

PROJECT

The Fitzgerald at UB Midtown

The University of Baltimore is trading in a surface parking lot for a mixed-use development with 280 luxury apartments, 14,000 square feet of retail and a 1,250-space parking garage, slated to deliver in fall 2010. The \$75 million Fitzgerald at UB Midtown, located in Baltimore's Bolton Hill neighborhood, is designed to serve not only UB's student and faculty population, but also the patrons of the Mt. Vernon Cultural Arts District, according to Toby Bozzuto, president of project developer Bozzuto Development Company.

“I think this area is an underserved area for rental housing,” Bozzuto says. “This project will provide a much-needed alternative to expensive downtown waterfront living. We are hoping to capture a market – everyone from students to professionals – who want to live in this vibrant mid-town arts district at a cost that is a little less than living downtown.”

The Bozzuto Group, working in conjunction with PMI Parking parent company Gould Property Company, responded to UB's public RFP in 2005.



“UB wanted a large parking facility, but they wanted it to be more than that,” Bozzuto says, adding that Bozzuto partnered with PMI due to the substantial parking component of the project. “By going to a private developer,

ADDRESS: Northwest corner of Maryland Ave. and W. Oliver Street

DESCRIPTION: Mixed-use development with 280 luxury apartments; 14,000 square feet of retail; and parking structure

TOTAL SQUARE FOOTAGE: 4.23 acres

ESTIMATED COST: \$75 million

DEVELOPER: The Bozzuto Group, Gould Property Company, NYSTRS

ARCHITECT: Design Collective

LAND OWNER: University of Baltimore

LEASE AGENT: The Bozzuto Group; Williams Jackson Ewing (retail)

PARKING: 1,250 spaces

GROUNDBREAKING DATE: November 2008

COMPLETION DATE: Fall 2010

INTERESTING FACT: The project's name is a tribute to F. Scott Fitzgerald – author of *The Great Gatsby* and *Tender is the Night* – who lived in Bolton Hill in the 1930s.

to WATCH

Luxury living in
the arts district



Image courtesy of The Bozzuto Group

UB was able to avoid going to the state to raise more money for a capital improvement project. As a developer, we could access a terrific piece of property in a beautiful neighborhood surrounded by these art institutions and two major universities, a property that would not normally be on the market.”

The Fitzgerald, designed by architecture firm Design Collective and interior designers RD Jones, will look more akin to a boutique hotel than a traditional apartment building, Bozzuto says. “We’ve designed the building to really appeal to a very cool artistic crowd. It’s a modern building with a metal-clad exterior instead of traditional brick. It will be the most interesting, cutting-edge exterior and interior of an apartment building in Baltimore.”

Of the Fitzgerald’s 1,250 parking spaces, UB will use 950 with the remainder dedicated to the project’s rental and retail components. As the development’s landowner, UB will own the building outright upon the expira-

tion of a 75-year ground lease. Previously, the 4.23-acre property was a rail yard in the early 1900s. “We’ve been finding a lot of railroad spikes and tracks under the ground,” Bozzuto says.

In addition to the Bozzuto Group and Gould Property Company, former Baltimore Raven Michael McCrary and New York State Teachers’ Retirement System (NYSTRS) are equity investors. The construction loan was financed by Bank of America and RBS Citizens Bank.

“We closed in one of the worst weeks in Wall Street history, when Bear Sterns went bankrupt, so the credit markets were falling apart around us, and our equity and debt partners had the character and perseverance to get us through it,” Bozzuto says.

“Anytime you can add residents and retail to the city and much-needed parking in an area that is parking constrained, I think it would be a net benefit to everyone in the community,” Bozzuto says.

Class A Office Space
located in the heart of
Baltimore’s Legal & Financial Center...

201 N. Charles Street
Corporate concierge • Custom space planning
Advanced telecommunications and data capabilities

CONTACT
David Johnson
410.837.4432
Stratford Realty Management Company

CREATING A BETTER VIEW

*the only window that can
insulate you from the cold
and still give you goose
bumps.*

Reduce your energy bills with Pella windows and patio doors – rated #1 for energy efficiency among top national brands.*

Our between-the-glass blinds, shades, and grilles are protected from dust and damage. So now, constantly cleaning your window treatments is a thing of the past.

Our snap-in technology enables you to change your blinds, shades, or grilles whenever you change your décor.

877-244-4086
www.kc-pella.com

Pella K.C. COMPANY, INC.
The Clear Choice For Pella Windows And Doors

*Based on Energy Star® certified windows and doors with Pella’s Low-E Glass, Storm Superior PFR® 11-Half-Inch, and MRC® Low-E Glass. © 2008 Pella Corporation.



BIO TECH

SUCCESS STORIES

Biotech is a rapidly growing industry in Greater Baltimore. Thousands of jobs have been created by their success, and SmartCEO is pleased to recognize that growth. According to the Biotechnology Industry Organization, biotechnology has created more than 200 new therapies and vaccines, including products to treat cancer, diabetes, HIV/AIDS and autoimmune disorders. There are more than 400 biotech drug products and vaccines currently in clinical trials targeting more than 200 diseases,

including various cancers, Alzheimer's disease, heart disease, diabetes, multiple sclerosis, AIDS and arthritis.

The pages that follow profile 10 local successful biotech companies to watch whose innovative products and research are paving the way in science and healthcare. These 10 companies will be recognized at a biotech event on March 16, 2009, at Roy's Hawaiian Fusion Cuisine.

THIS SECTION IS SPONSORED BY:

C-TASC
Bio Maryland

Ernst & Young
Miles and Stockbridge, P.C.

University of Maryland Bio Park
Women in Bio

MARYLAND



FROM RESEARCH TO REALITY

Maryland is reshaping its future in bioscience for the 21st Century:

- Governor O'Malley's BIO 2020 vision with the Maryland Life Sciences Advisory Board
- Expanding research park infrastructure at our universities and life sciences centers
- Promoting bioentrepreneur development and success with critical resources

Join BioMaryland: Partners for bioscience growth in Maryland comprised of vested stakeholders with the common goal of elevating the awareness of Maryland's rich bioscience assets, cutting edge companies, and unparalleled R&D opportunities both nationally and internationally.

For more information, contact: Robert McGlotten at 410-767-6359.

Martin O'Malley, Governor | Anthony G. Brown, Lt. Governor



ALBA THERAPEUTICS CORPORATION

CEO: Bruce A. Peacock
www.albatherapeutics.com

DESCRIBE YOUR PRODUCT OR SERVICE

Alba Therapeutics Corporation is a clinical-stage biopharmaceutical company focused on the discovery, development and commercialization of therapies to treat autoimmune and inflammatory diseases. Alba's technology platform is based upon a key pathway that regulates the assembly and disassembly of tight junctions in cell barriers throughout the body. As a result of its unique technology platform, Alba is a leader in mucosal biology and has developed a pipeline of innovative therapeutic candidates that has the potential to modify the course of disease and significantly improve upon existing treatments for a wide range of diseases, such as celiac disease, Crohn's disease, and asthma/COPD or acute lung injury.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR RESEARCH

Alba has selected celiac disease as the first indication for its lead compound, larazotide acetate. There are no approved pharmaceutical therapies for celiac disease – the only existing management of celiac disease is a strict gluten-free diet, which is hard to adhere to for many patients. Alba has completed five clinical trials, including a Phase IIa exploratory study in 86 celiac patients, and believes that these studies

demonstrate the safety and tolerability of larazotide acetate and validates the therapeutic potential of inhibiting tight junctions. The company has completed one Phase IIb study in 184 patients with celiac disease and has a second exploratory Phase IIb trial underway in approximately 90 patients with active celiac disease. Alba estimates the worldwide market



for its celiac disease therapy could exceed \$1 billion, with over 3 million Americans and 3.5 million Europeans estimated to be affected with the disease.

WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

Alba believes the future of both the biotechnology and pharmaceutical industries may lie in the results of biotechnology research. The innovative therapies are coming from biotechnology research. The biotechnology field will be expanding and its relative importance in discovering new therapies for unmet medical need for the industry is growing.



We make sure you're ready.

Before you even realize
you need to be.

AUTHORIZED BY JOHN B. FRISCH, CHAIRMAN

DEEP RELATIONSHIPS. FORWARD THINKING. AND NOT JUST ONE LAWYER,
A TEAM. SO YOU CAN STAY AHEAD OF WHATEVER'S ON THE HORIZON.

MILES &
STOCKBRIDGE P.C.
WWW.MILESTOCKBRIDGE.COM

AMPLIMMUNE, INC.

President and CEO: Michael Richman

www.amplimmune.com

DESCRIBE YOUR PRODUCT OR SERVICE

Amplimmune is a product-driven company that is developing broad spectrum immune-based biologics to treat patients in the areas of cancer, autoimmunity, transplantation and infectious diseases. Two of Amplimmune's scientific founders, Dr. Drew Pardoll and Dr. Lieping Chen, have identified several key immunological ligands and receptors. These immunological checkpoint and co-stimulatory receptors are the basis for developing an exciting new class of biological treatments that modulate critical mechanisms in the body's immune system to better lives of patients suffering from aberrant immunological conditions. Amplimmune is developing AMP-224, a proprietary, first-in-class biologic targeting a novel mechanism of action, for the treatment of cancer and infectious diseases. In addition, Amplimmune is developing AMP-110, a first-in-class biologic with a novel mechanism of action, for the treatment of autoimmune conditions and inflammatory disease.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR RESEARCH

Since its start in mid 2007, Amplimmune has been successful in establishing a fully operational R&D infrastructure. Working closely with its founders from Johns Hopkins University, the company has been able to rapidly translate early discoveries and provide a development focus for two proprietary and novel product candidates. The biologics being developed provide key product opportunities for a vast range of diseases in the cancer, infectious disease and autoimmune space. The community is creating its first master cell bank for its lead cancer product (AMP-224) and will soon be starting GMP manufacturing and filing an investigational new drug application by the end of 2009. In addition, preclinical validation activities are being pursued at Amplimmune and with its collaborators to further advance our second product candidate (AMP-110) for T-cell mediated autoimmune diseases.

WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

The biotechnology industry has provided important and valuable products to the health care market to improve the quality of life for patients. It continues to be a major force in translating discoveries from universities and government labs to advance novel and propriety products into the clinic. It also provides a key inventory of new products to the pharmaceutical industry. Hence, the potential of biotechnology as it applies to diagnosing, monitoring, treating, and preventing disease remains strong. With that said, difficult economic times have created a shortfall of available funds to invest in young companies. Such financial constraints will certainly force further corporate consolidation and create fewer start-ups. The future of the industry will continue to rely on an innovative spirit, coupled with entrepreneurship and available funding.

The logo for Amplimmune, featuring the word "Amplimmune" in a blue, sans-serif font with a stylized blue arc above the "A".The logo for BioPark University of Maryland, featuring a circular graphic of white dots on a black background, followed by the text "BioPark UNIVERSITY OF MARYLAND" in white.

University of Maryland BioPark

Building a community of life science firms and university researchers in 1.8 million square feet of wet lab and office space on the academic medical center campus of the University of Maryland, Baltimore.

To learn about the BioPark, contact: Jane Shaab 410.706.8282 jshaab@umbbiopark.com

►► www.umbbiopark.com

DESCRIBE YOUR PRODUCT OR SERVICE

BD Diagnostic Systems is a leading manufacturer of instrument and reagents systems to accurately provide information for infectious diseases, women's health and cancer. BD focuses on improving health outcomes for patients and on providing laboratories with solutions that inform medical decisions, improve quality, enhance laboratory system productivity and reduce costs. Early and accurate diagnosis of disease is essential to high quality, cost effective patient care. As a pioneer and leader in microbiology, and an innovator in molecular technology, BD has long provided and will continue to provide technologies and solutions to help clinicians detect, diagnose and monitor a multitude of conditions, such as healthcare associated infections, sepsis, tuberculosis, sexually transmitted diseases, cervical cancer and ovarian cancer.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR RESEARCH

Infectious disease used to be the number one cause of death. Microbiology, with the help of antibiotics, has reduced this to a distant number five or six. BD are long-time leaders in microbiology, and serve an important function in the field of

molecular diagnostics. BD were the first to market with a test for a healthcare associated infection (MRSA), and will continue to innovate in all our addressed markets.



WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

With cancer diagnostics BD hopes to have the same success as with infectious disease diagnostics. Early diagnosis will be the key driver, as cancer treatment is very effective if cancer is caught at an early time. This will turn cancer, just like infectious disease, from a cause of death into a disease that can be managed. At the same time, we also strive to help those parts of the world where infectious disease is still the major problem. BD is proud to be able to serve the whole world and help all people live healthy lives



Discover one of America's most accomplished clinical trial resources right here in Baltimore.

For 20 years, C-TASC has served research institutions, government agencies, biotech/pharmaceutical firms, laboratories and private industry as a clinical trials solutions company supporting the best practices management of clinical trials, clinical cohort studies, case/control studies, clinical registries and laboratory studies.

Currently, C-TASC is assisting the FDA with methods and technologies to evaluate trials for all NDA submissions.

Our team of M.D., Ph.D. and M.S. biostatisticians, regulatory experts, and experienced CRAs and CCRPs provides in-depth expertise in study design, data collection/management and data analysis across a broad spectrum of diseases.

One of our more recent and innovative developments is StudyCTMS, our proprietary Web-based solution capable of managing clinical data and assisting researchers in managing the entire research life cycle.

But before we overextend our neighborly introduction, we invite you to learn more by calling 410-435-0663 or visiting www.c-tasc.com.



Clinical Trials and Surveys Corp.
2 Hamill Road, Suite 417
Baltimore, MD 21210

P 410-435-0663 / F 410-435-0689
www.c-tasc.com

CHESAPEAKE BIOLOGICAL LABORATORIES, INC.

General Manager: Vicki L. Wolff-Long, Ph.D.

www.cblinc.com

DESCRIBE YOUR PRODUCT OR SERVICE.

Chesapeake Biological Laboratories, Inc. (CBL) is a contract manufacturer that provides filling and finishing services to pharmaceutical and biotechnology companies in the United States and overseas. Offering more than 20 years of experience in the industry, CBL is committed to the highest standards of quality and to industry-standard good manufacturing practices. The company combines outstanding facilities, equipment, procedures and personnel to ensure that it consistently delivers quality products to its clients for distribution to patients world-wide. CBL has become an industry leader in the area of temperature sensitive biopharmaceuticals, with lot sizes ranging from 4,000 to 100,000 units. The products, many of them, don't really "fit" into manufacturing plants that house blockbuster-type products. The diseases that most of CBL's products cure are relatively small in comparison, but the lives that they save are invaluable.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR RESEARCH

Based on the inspiration of the founder, Dr. Tew, to do "two impossible things – before lunch," CBL was transformed into one of Maryland's first pharmaceutical manufacturing service providers. Today, CBL develops and manufactures injectables for a wide range of pharmaceutical companies, serving as the

client's single source of service, from technical transfer and scale-up to commercial production. The company works in partnership with clients to bring their product to market in the most timely and cost-effective way. Currently, CBL manufactures 17 commercial drug products and is approved by Regulatory Agencies in the U.S., the U.K., Europe and Japan. The success of the company is truly based on the staff and their commitment to detail, which results in improved quality of life for patients, many of whom would have no chance without the medicine.



WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

The future of the industry most certainly will result in additional outsourcing of services such as those provided by Chesapeake. This is already being seen as many companies merge, consolidate and redefine their focus. With the appropriate investment and partnerships, CBL could easily transform into Maryland's top high-tech producer, linking the already significant research and development institutions like Hopkins and University of Maryland with the fulfillment of patient needs all over the globe. CBL has consistently maintained its Baltimore roots throughout its growth. CBL is targeted for approximately \$15 million of expansion over the next several years at the South Baltimore plant, to enable the production of newly approved commercial products and to support the expected growth of current commercial products. It is expected that there will be 30 percent growth in staff from the current 110 within the same time frame.



CLINICAL TRIALS AND SURVEYS CORP.

President: Bruce Thompson

www.c-tasc.com

DESCRIBE YOUR PRODUCT OR SERVICE

Clinical Trials & Surveys Corp. (C-TASC) is a Baltimore-based clinical trials solutions company with more than 20 years of experience supporting best practices management of clinical trials, clinical cohort studies, case/control studies, clinical registries and laboratory studies. "Our team is passionate about ensuring that clinical studies are run safely and accurately," says Dr. Bruce Thompson, president of C-TASC. "Over the years, we've applied our experience to develop computer tools that automate and streamline many procedures required to conduct clinical trials more efficiently." Now, C-TASC is offering its advanced capabilities in the form of a sophisticated Software as a Service (SaaS) product that enables small research companies to affordably conduct trials in a manner consistent with FDA standards. StudyCTMS, C-TASC's proprietary Web-based solution, is already capable of managing clinical data and will soon be expanded to assist researchers to manage the entire research lifecycle of developing a treatment or device for public use.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR WORK

The benefits of StudyCTMS have made C-TASC's services highly sought-after in the clinical trials industry. In 2008 alone, C-TASC received contracts to use

StudyCTMS to manage clinical trial data for New York University in a study that will identify biomarkers as early detectors of lung cancer, as well as a National Institutes of Child Health and Human Development study that will establish fetal growth charts. The National Institutes of Health awarded C-TASC a grant to further develop the product's features and benefits. In October 2008, the Food & Drug Administration agreed to begin incorporating elements of the C-TASC review processes used to build StudyCTMS to improve the procedures and standards it uses to



monitor and review new drug applications. In addition to these federal government projects and the development of the StudyCTMS product, C-TASC has also considerably grown its consulting division in recent years, winning multiple private consulting contracts.

WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

The greatest trend that will affect the future of the clinical trials industry is the rise of the smaller and private industry researcher. Throughout history, the ability to affordably and consistently submit quality data and earn FDA approval has been limited to the large pharmaceutical companies. However, as the industry shifts from labor-intensive paper-based methods to more efficient, streamlined electronic systems, the ability to collect, analyze and report data in a manner consistent with FDA standards is becoming more widely available. Ultimately, this will lead to more products reaching the clinical testing stage and more new therapies reaching the market.





Ready for the future?

To reach your organization's potential, it's essential not just to grow business and improve performance, but to sustain it over the long term. Which is where our 17,000 strong team of multi-disciplined, advisory professionals can help. Selected for their in-depth knowledge, experience and global reach, they can help your business chart a better tomorrow.

What's next for your business?
ey.com

 **ERNST & YOUNG**
Quality In Everything We Do

ENCORE PATH INC.

President: Kris Appel
www.encorepath.com

DESCRIBE YOUR PRODUCT OR SERVICE

Encore Path develops and sells stroke rehabilitation devices invented at the University of Maryland, Baltimore. The company's first product is the Tailwind, a device that has been shown in clinical studies to improve arm function and range of motion in stroke survivors with paralysis. The device, known as BATRAC, or Bilateral Arm Trainer with Rhythmic Auditory Cueing, was launched in February 2009. It is an easy-to-use exercise device that can be used by stroke patients at home, without supervision. The company is also developing other products aimed at improving rehabilitation after stroke or other brain injury.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR RESEARCH

The Tailwind device has brought hope to thousands of stroke survivors with limited arm mobility. This device and others currently in development at the University of Maryland will lead the way in making rehabilitation easier, safer and more affordable.



WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

There are tremendous opportunities in stroke rehabilitation today. With advancements in treatment of acute stroke, more people are surviving stroke and brain injury and will require a variety of rehabilitation devices and services. In addition, recent discoveries about the brain's ability to recruit neural pathways to recover function lost by brain injury is leading to exciting research into new rehabilitation therapies. The industry will definitely see more rehabilitation options in the future.



GLIKNIK INC.

President and CEO: David S. Block, MD MBA
www.gliknik.com

DESCRIBE YOUR PRODUCT OR SERVICE

Gliknik is a clinical stage company developing new biotechnology products with advantages over current therapies for oncology and autoimmune disease patients. The company is pursuing several very promising, inter-related, proprietary platforms, each of which is expected to yield multiple products. The Trojan Peptide Therapeutic Cancer Vaccine platform is Gliknik's most advanced program with two FDA orphan drug-designated compounds in a dose-rising safety and efficacy trial in patients with advanced Head and Neck Squamous Cell Cancer (HNSCC). The trial is taking place at the University of Maryland Baltimore and the program is currently completely funded under a clinical R01 from the NIDCR. Gliknik is also working on an anti-inflammatory drug-coated suture for patients prone to form keloids and on a drug to replace the commonly used drug IVIG in several disorders such as lupus.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR RESEARCH

Gliknik is a young company, funded initially in August 2007. The company has in-licensed cancer compounds that are already in clinical trials. Gliknik has taken concepts that were exciting ideas on a whiteboard and translated them into innovative compounds and intellectual property.

WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

Since the beginning of the biotechnology industry in the 1980s, biotech has ridden investor waves ranging from over-hyped investor euphoria to down cycles with public markets closed to primary and secondary offerings. In 2009, arguably in the worst depths of a market cycle ever for this industry, there are predictions of significant public and private company fail-



ures. Yet this is an industry of innovation, of perseverance, of reaching for the distant cure. There will be consolidations but there will also be great scientific and medical advances. David Block, President and CEO says, "I believe that biotechnology will contribute in this way. Here in Maryland we have the benefit of the ideal program for sustaining young biotechnology companies through these times. The Maryland Biotechnology Investment Tax Credit, which refunds 50 percent of an investor's investment in a Maryland biotechnology company, generates new investments in young Maryland companies during a time of tremendous competition for cash and removes 50 percent of the risk during a time when investors are shunning risk."



PHARMATHENE, INC.

CEO: David Wright
www.pharmathene.com

DESCRIBE YOUR PRODUCT OR SERVICE

PharmAthene, Inc., was formed in March 2001 with a mission to become the premier company worldwide specializing in the development and commercialization of medical countermeasures for biodefense. The company has pursued an acquisitive growth strategy focused on high priority biodefense products that the U.S. government has expressed a clear need and intent to procure.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR RESEARCH

Today, PharmAthene's portfolio includes five best-in-class biodefense medical countermeasures:

- SparVax: recombinant protective antigen (rPA) anthrax vaccine
- Valortim: fully human monoclonal antibody antitoxin – treatment of anthrax infection
- Protexia: recombinant BChE bioscavenger - prevent and treat nerve agent poisoning
- RypVax: recombinant dual antigen plague vaccine
- rPA anthrax vaccine: third-generation rPA anthrax vaccine

WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

The threat of chemical and biological warfare has not been adequately addressed by the established pharmaceutical industry. In recognition of this urgent requirement, the United States government has dedicated unprecedented resources to accelerate the research, development and procurement of effective

medical countermeasures. Project BioShield, signed into law in 2004, authorizes \$5.6 billion in secure funding over 10 years for the advanced development and purchase of priority medical countermeasures. In addition, significant annual appropriations are provided through the Biomedical Advanced Research and Development Agency (BARDA), which ensure adequate advanced development funding for promising biomedical countermeasures in advance of procurement. The urgent need to significantly enhance the protection of our nation and its allies is a societal challenge of the highest order. PharmAthene is committed to meeting that challenge and believes its products are uniquely positioned to capture a significant share of the biodefense market.



When you've got

THE RIGHT FIT...

everything else just falls into place.

Allstate has a history of offering the right fit for auto, home, and life protection. But did you know we fit the needs of your workplace as well by providing an easy approach to supplemental benefits for your business. Our life, health, and disability products are just the right fit with any benefit offering you might already have in place. Let us show you how we can fit into your benefit portfolio. Give us a call today... We are the right fit.

800-291-4465
www.allstateatwork.com

Allstate Workplace Division is the marketing name for American Heritage Life Insurance Company, Home Office, Lat. Hanover, Pa. All products are underwritten by American Heritage Life Insurance Company. © 2002 Allstate Insurance Company.



Allstate

Workplace Division

electronic enrollments • service/support • claims • administration

SNBL CLINICAL PHARMACOLOGY CENTER

CEO: Mohamed S. Al-Ibrahim

www.snbl-cpc.com

DESCRIBE YOUR PRODUCT OR SERVICE

SNBL Clinical Pharmacology Center (CPC), Inc. is a 96-bed, state-of-the-art facility focused on supporting complex, multi-faceted, early stage clinical development programs. SNBL partners with community-based physicians, academic organizations, and pharmaceutical and biotech companies to design and conduct clinical trials. SNBL's services include the leadership and hands-on efforts of four full-time clinical research physicians, with therapeutic expertise in internal medicine, infectious disease, women's health and neurology. In addition, an experienced clinical support staff and project managers, relationships with key industry and academic opinion leaders, a dedicated recruitment team for obtaining clinical trial participants, clinical research pharmacists, lab services and a regulatory department provide our clients with the portfolio of services needed to outsource their complex clinical trials.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR RESEARCH

SNBL's goal is to facilitate the approval and marketing of new, safe and effective drugs and medical devices. Since its opening in 2006, SNBL has conducted many complex, first-in-man trials and the volume of studies awarded to SNBL has increased each year. SNBL has been awarded these trials due

to the experience of its principal investigators, the quality of its clinical staff, and state-of-the-art facility. SNBL has assisted our clients in advancing their product development and treatment of patients who fall in the following therapeutic areas: auto-immune disorders, diabetes, dermatology, gastrointestinal, infectious disease and vaccine development, insom-



nia, metabolic syndrome, neuromuscular, novel delivery systems, pain, respiratory and women's health.

WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

SNBL is a clinical research organization (CRO). The CRO market continues to grow due to the increased outsourcing of clinical trials by drug developers and the globalization of clinical research. As pharmaceutical and biotech companies are merging, consolidating and downsizing, the CRO is becoming an important strategic partner for these companies in the research and development process. Large CROs and niche players like SNBL will continue to grow as they exhibit the ability to manage increasingly complex clinical trials with a high level of expertise, efficiency and cost-effectiveness.



STERILEX CORPORATION

President: Shira Kramer, Ph.D.

www.sterilex.com

DESCRIBE YOUR PRODUCT OR SERVICE

Sterilex Corporation develops antimicrobial products that are designed to overcome the factors that cause antimicrobial resistance. Sterilex products target bacterial biofilm, the natural habitat for microorganisms, and a predominant reservoir of "resistor" microbial populations. Sterilex' patented "perquat" technology is based upon alkaline peroxide and phase-transfer chemistry, which rapidly penetrates into biofilm, hydrolyzes the biofilm, attacks the microorganisms within it, and removes it from the surface. Sterilex is currently the only company in the U.S. to have EPA-approved regulatory claims for the removal, prevention, suppression and killing of biofilm/biofilm bacteria. It took the company 10 years to achieve these claims. The technology has been commercialized as a disinfectant and anti-biofilm agent in a variety of institutional, industrial and health care applications. Sterilex is developing a new combinatorial technology platform that satisfies "natural," "green seal" and "organic" certification requirements for a broad array of antimicrobial applications, including preservation, disinfection and anti-infective applications.

EXPLAIN THE SUCCESS YOU'VE EXPERIENCED IN YOUR RESEARCH

Success in research has been achieved by carefully integrating considerations relating to the importance

and breadth of the problem to be solved (the solution); understanding of market drivers; resources required; regulatory requirements and barriers; IP protection; feasibility of product development; and a path to product distribution. Thus, successful translational research in our company requires evaluation and amalgamation of many factors that impact the



path from laboratory bench to end-use markets. Further determinants of success include a clear focus on a limited number of projects; ongoing evaluation of milestones; and a willingness to end projects that are not fruitful.

WHERE DO YOU SEE THE FUTURE OF YOUR INDUSTRY?

The emergence of multi-drug resistant (MDR) microorganisms, and acceleration of the rate at which resistance is developing to commonly used antimicrobials, has led to a public health crisis. The problem is further exacerbated by the fact that, within the past decade, most major pharmaceutical companies ceased investing in R&D for antimicrobials, leading to a very limited pipeline of new technologies. There is a need for efficacious and safe antimicrobial agents that have a low likelihood of induction of antimicrobial resistance. Hopefully, there will be greater focus and resources invested in the development of sustainable antimicrobial technologies.





INNOVATIVE ENTREPRENEURS, EXECUTIVES, AND SCIENTISTS



WOMEN IN BIO

WIB is an organization of women entrepreneurs, executives, scientists, investors, students and professionals in the life science industry. Our mission is to enhance the success of women in their business and careers through education, support, and networking.

connecting women around the world - www.womeninbio.org

CEO NETWORK

SMARTCEO MAGAZINE'S SHOWCASE OF PRODUCTS AND SERVICES FOR BUSINESS OWNERS.

MARYLAND'S LARGEST DISPLAY



11001 York Road • Cockeysville, MD
410-771-6800 • www.markdowns.com



HR Solutions
Solving the People Puzzle LLC

Minimize your risk
Save time and money
Eliminate the headache of managing employees
Its like having your own HR department. Only better.

Call Now For Your Free Consultation!
443-356-4352 • www.hrsolutionsllc.com

Do you want to buy PROMOTIONAL PRODUCTS

DIRECT?

CALL 800.899.8337

CUT OUT THE MIDDLEMAN
Corporate Apparel & T-Shirts



We print and embroider on site

• In business for over 20 years
• Twice named to the INC. 500



Call our CEO today
Garrett Pfeifer
410.633.0309 x103
or email
gap@mdbrand.com

MARYLAND BRAND MANAGEMENT, Inc.
1801 PORTAL STREET,
BALTIMORE, MD 21224
410-633-0309 • 800-899-8337 • FAX 410-633-0529

WHERE CEOs GET STRAIGHT TALK ON TOUGH DECISIONS



Confidential • Problem-Solving • Quantifiable Results

"When you're at the top of your organization, it is often critical to share some ideas and concepts with a peer group that doesn't have a political or financial interest in the decisions you make."

-Ted Offit, Founder & Partner
Offit & Kurman, P.A. Law Firm



John L. Foote, Founder, Chairman
410-974-9265 (O), 443-250-8392 (C)

THE BOARD, INC. ©, ©
Copyright 2006 All rights reserved.

www.theboardinc.com • jfoote@theboardinc.com

Creating Entrepreneurial Wealth

MENTOR
CAPITAL PARTNERS LLC

John Colwell | Managing Director
Tel 410 296 2200
John@mentorcappartners.com
www.mentorcappartners.com

Even the most talented business owner can be challenged by the obstacles to corporate growth and shareholder liquidity.

Do you have doubts about employee performance in this economy?

To maximize your employees current productivity hinges on job fit.

Are you able to measure job fit? We can!

Smart Performance

STRATEGIES, LLC

» Helping Businesses Hire Smart and Manage Better

Eric Miller • (410) 453-9591
www.smartperformancestrategies.com

MCQUADE
CONSULTING

STRATEGIC SOLUTIONS FOR EMPLOYEE BENEFITS

Peter C. Chesner, Principal
C: 410.404.0701
D: 410.732.7320

McQuade Consulting, LLC
2400 Boston Street, Suite 102,
Baltimore, MD 21224

WWW.MCQUADECONSULTING.COM



Do you know
the **WORST**
PHRASE
to say to a
prospect?

Sandler Sales Institute

answers questions like this everyday.



Contact us at **(410) 560-1040**
www.closingsales.com



Don & Margie Anne
A Dad & Daughter Team



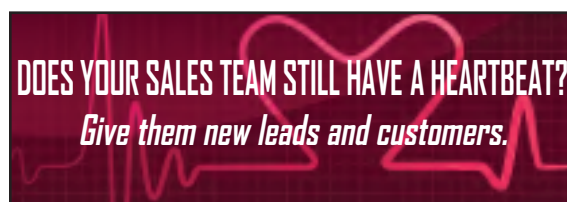
Looking to sell or
buy a business?

Harvest Associates, LLC

Business Valuations
Mergers and Acquisition
Consulting
Brokerage

CALL FOR A FREE CONSULTATION

Gregory Caruso, CPA, Atty.
877-838-4966
www.harvestbusiness.com



DOES YOUR SALES TEAM STILL HAVE A HEARTBEAT?
Give them new leads and customers.



Search Engine Optimization eCommerce
Email Marketing Website Revival

Call **410.579.1993** or Email
Solutions@CyberNetworkers.com

SmartCEO celebrates

Brava

● Women Business Achievement Awards

Nomination deadline: April 10, 2009

Nominate a C-level female executive today for the Brava! Women Business Achievement Awards. SmartCEO will recognize women in business who are making unprecedented strides to help their companies succeed and local communities flourish.

25 Winners will be profiled in the July issue of SmartCEO magazine and celebrated at an awards event in July.

If you know of a deserving candidate, contact Georgia Patton at Georgia@smartceo.com for nomination details.

Required Reading for Growing Companies

dataDUMP

WHAT IT MEANS IS ANYONE'S GUESS

By Barnaby Wickham

\$31M

Overpayments to 17 Maryland city and county school systems since state employees overvalued Montgomery County's taxable real estate in 2007 by \$16 billion.

AP 1-16-09

0

Amount of the overpayments that will be returned to state coffers.

AP 1-16-09

\$24M

Amount that Montgomery County was underpaid and will now be compensated for.

AP 1-16-09

“It's going to be another record-breaking year for us.”

Anne Shubert of Stulz Air Technology System, which employs 300 workers at its U.S. manufacturing operations in Frederick. Despite the weak economy, air controls for data centers and the restaurant industry continue to be in high demand.

Gazette 1-16-09

\$400M

Cost of a liquefied natural gas project at Sparrows Point that won conditional approval from federal regulators in January.

Sun 1-15-09

47

Percent increase in greater Baltimore foreclosures in 2008.

RealtyTrac

11%

Baltimore's unemployment rate in 1991.

Sun 1-17-09

169

Conditions that must be met by the project's Virginia-based developer before construction can start.

TDR 1-15-09

1

Percent of Baltimore area homes that were foreclosed in 2008.

RealtyTrac

6.2%

Maryland's unemployment rate in 1991.

Economagic.com

5-7%

Increase in commercial traffic in the Port of Baltimore once the facility is online.

TDR 1-15-09

9

Percent of homes foreclosed in 2008 in Stockton, CA, the hardest hit residential real estate market.

RealtyTrac

8.1%

Baltimore's unemployment rate in November 2008.

Sun 1-17-09

“This may be the largest number of law firm combinations ever in a single year in the U.S.”

Legal management consultant Tom Clay, on the 70 law firm mergers and acquisitions in 2008, a 17 percent increase from the year before. Locally, Offit Kurman acquired Philadelphia-based Abrahams Loewenstein & Bushman in August.

BBJ 1-14-09

5.3%

Maryland's unemployment rate in November 2008.

BBJ 12-19-08

14

Percent of employers that made Martin Luther King Day a paid holiday in its inaugural year of 1986.

Bureau of National Affairs

31

Percent of employers that made MLK Day a paid holiday in 2009.

Bureau of National Affairs

50

Percent of nonbusiness employers that made MLK Day a paid holiday in 2009.

Bureau of National Affairs

Better information means better decisions.



Pearl-Hannon helps customers to:

- Aggregate financial and operational data.
- Deliver dynamic, real-time reports.
- Transform data to information, information to knowledge.

For more information:

www.pearl-hannon.com/smartceo

Inquiries:

sales@pearl-hannon.com
(410) 766-8610 ext. 147



806 Landmark Drive, Suite 126, Glen Burnie, MD 21061

LET SHANNON BUSINESS SYSTEMS HELP FIND YOUR

POT OF GOLD



IF MAILING & SHIPPING ARE A **BIG PART** OF YOUR BUSINESS,
LET SBS SAVE YOUR COMPANY TONS OF MONEY!



Shannon Business Systems will show you how to:

- Shop UPS, FEDEX & the Post Office for the best shipping prices
- Eliminate hidden and expensive shipping costs like fuel charges
- Reduce your postage costs on every day mail
- Provide tracking on certified and priority mail at greatly reduced costs
- Insure yourself against all future rate increases from the Post Office, UPS and FEDEX.



410.769.8700
www.postagemetersplus.com



HASLER
America's better choice.®

Call Today for your free in-office demonstration!