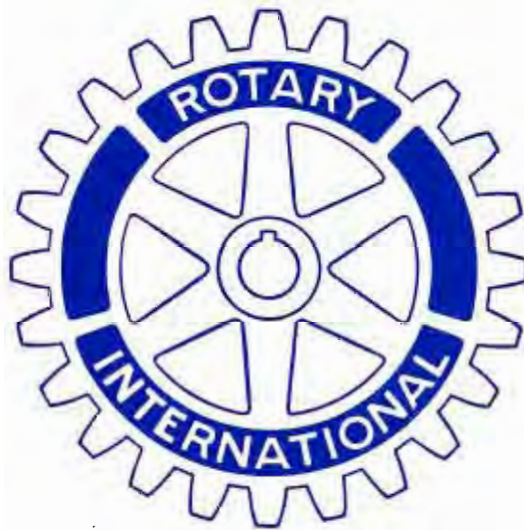


**PROJECT FREE ENTERPRISE**

**III**

**Houston**



**Poland**

***A Rotary Seminar Team***

***Of***

***Volunteer Business Speakers***

***"A New Idea For Rotary Service"***

***1993***



## THE KOSCIUSZKO FOUNDATION

Sends Congratulations and Best Wishes to  
All Participants and Seminar Instructors of

### PROJECT FREE ENTERPRISE

The Kosciuszko Foundation  
An American Center of Polish Culture  
is Dedicated to Maintaining Continuous  
Cultural and Educational Ties Between  
Poland and the United States.

\* \* \* \*

Fundacja Kosciuszkowska  
Gratuluje Uczestnikom i Organizatorom Seminarium

### PROJECT FREE ENTERPRISE

Oraz Zyczy Owocnych Obrad  
Fundacja Kosciuszkowska  
Amerykanske Centrum Kultury Polskiej  
Zostala Powolana Celen Krezwienia Dziedzicta  
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Ameryki Polnocnej

The Kosciuszko Foundation  
15 East 65th Street  
New York, NY 10021-6595  
(212) 734-2130

Fundacjz Kosciuszkowska  
Nowy Swiat 4/118  
00-497 Warszawa  
21-70-67

An American Center for Polish Culture  
15 East 65th Street, New York, NY 10021-6595 • Phone: (212) 734-2130 Fax: (212) 628-4552

## **SERVICE ABOVE SELF**

Dr. David Taylor Is The Director Of Rotary Seminar Teams For District 5890 In Houston. It Was His Idea To Send The First Project Free Enterprise Team To Eastern Europe after he had been arranging youth exchanges with communist countries. When the Berlin Wall came down, he decided it was time for a program for the parents as well.



Dr. Taylor is a Pediatric Dentist and owns Children's Dental Center. He is President-elect of Space Center Rotary Club and he continues to arrange future Rotary Seminar Teams.

Anyone wishing to be a partner with Houston in a seminar team project should contact Dr. Taylor to make arrangements.

Host city requirements are:

- (1) Meeting room of about 300 seating capacity.
- (2) Simultaneous translation with earphones.
- (3) Advertise to general public with free admission if possible.
- (4) Reprint translated speeches (at cost) for participants.
- (5) Provide host homes for speakers.

Interested parties should contact:

Dr. David Taylor  
One Professional Park  
Webster, Texas 77598

Work Tel: (713) 332-6513  
Facsimile: (713)480-9524  
Res.Phone: (713)474-9694

### ••••• FRIENDS OF PROJECT FREE ENTERPRISE •••••

Johnnie J. Strain  
Mattie Blackshear  
Mrs. Marvell G. Allen  
Joan & Edward Czaplinski  
Mrs. Mila Zlotek  
Daniel J. Januseski  
Michael & Mary Ellen Weylardt

## SEMINAR SCHEDULE

|          |  |
|----------|--|
| 8:00 AM  | Registration   |
| 8:20 AM  | Local Rotarian Remarks                               |
| 8:30 AM  | Introduction by Mr. Dale Robertson                   |
| 8:50 AM  | Business Plan Overview by Mr. James Thomas           |
| 9:25 AM  | Questions and Answers                                |
| 9:35 AM  | Management by Dr. Bob Piland                         |
| 10:10 AM | Questions and Answers                                |
| 10:25 AM | Marketing by Mrs. Danielle Dupuis                    |
| 11:00 AM | Questions and Answers                                |
| 11:15 AM | Accounting by Ms. Shaun Prince                       |
| 11:50 AM | Questions and Answers                                |
| 12:00 PM | LUNCH BREAK  |
| 1:00 PM  | Visiting Rotary Remarks by Miss Wanda Ellis          |
| 1:15 PM  | Business Finance by Mr. Gonzalo Montoya              |
| 2:00 PM  | Questions and Answers                                |
| 2:15 PM  | Sales by Mrs. Danielle Dupuis                        |
| 2:45 PM  | Questions and Answers                                |
| 2:55 PM  | Cash Management by Mr. Dale Robertson                |
| 3:10 PM  | Conclusion by Mr. James Thomas                       |
| 3:30 PM  | Individual Workshop Sessions                         |
| 6:00 PM  | Conclusion of the Days Seminar and Workshop Sessions |

## **CONTENTS OF A TYPICAL BUSINESS PLAN**

1. Executive Summary
2. The Situation and The Opportunity
3. The Management Team
4. Market Research and Analysis
5. Marketing Plan
6. Design and Development Plan
7. Manufacturing Plan
8. Financial Plan
9. Schedule
10. Risks

**A ROTARY SEMINAR TEAM  
PROJECT FREE ENTERPRISE  
PURPOSE AND GOALS**

This is the third Rotary Seminar Team of Free Enterprise speakers that Rotary International has ever had. It is the dream of the Rotarians in Houston that this idea will be adopted by other Rotary Districts around the world - thereby sharing principles and experience with emerging economies and other third world countries. We call this Project Free Enterprise because it's seminar topic is free enterprise but other Seminar Teams might speak on different topics - such as environment, agriculture or public health - if the idea catches on all around Rotary.

The fees paid to attend this seminar are low and designed merely to cover the local expenses of putting on this seminar and hosting the speakers. The speakers paid their own way to travel here and the cost of their presentation by fundraising in Houston. They speak at no charge and stay in Rotary sponsored homes.

These speakers were interviewed and selected for their abilities and none of them are here to promote themselves or do business. Their mission is to share their experience in a free enterprise economy in the hope that the world will be a better place for us all.

Presentations are made by practicing, successful business people, using audio visual material developed from authoritative business, academic and government sources.

The seminars will be conducted in English.

Most of the day will be formal presentations with slides and lectures followed by discussions. Late in the day we will have workshops where smaller groups will be able to talk with each speaker and discuss the main topic in more detail or answer questions and concerns. The people attending the workshop can go to any speaker they want to spend time with.

Your local Rotary Club arranged for the meeting facility, publicized the event, provided translation and homes for the visiting team members. Your local Rotarians also are aware of other resources which may be available to you.

Your local Rotary Club is comprised of outstanding leaders and business people in your community and this seminar is just one small service they provide in an attempt to improve the community for everyone.

On behalf of this distinguished team of speakers, I thank our Rotarian partners in Poland for inviting us back and for making the project a success.

Dr. David Taylor  
District 5890 Director  
Project Free Enterprise



## **THE PURPOSE OF A BUSINESS PLAN**

One of the tools that a businessman uses to help make his business more efficient and profitable is a business plan.

A business plan is merely reducing to writing the things and plans the businessman has made for his business. It contains the items of research he has done to show his business is a good idea. It is used to show the businessman can make a profit for his investment that is greater than the amount he could earn by investing his money in a bank savings account.

The "Plan" should be as formal as possible and should be in writing. The plan itself is quite a project. But if we look at the various parts of the plan it can be worked on one part at a time and in the order the business owner desires.

Because the "Plan" is made up of various parts it can be changed as it needs to in the future without having to rework the entire plan. This makes changes easier and also allows different people to work on different parts of the plan at the same time. The parts of the plan are all related to the overall plan itself. This does not mean they cannot be worked on at the same time by the people responsible for that particular area of the business.

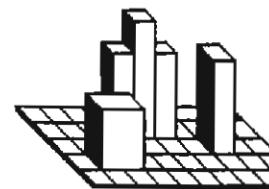
By using the parts of the "Plan" as the road map to success, the business owner will have a much easier trip. The owner will be able to see where he has been, where he is going, and change the direction when needed to continue on the journey to success.

You, the business owner, should make your plan as detailed as possible for your short range plans, that is for two (2) years. The plan should be more generalized for the next three (3) years. A good plan will also include general desires for the 7 to 8 year program and rough plans for a 10 year program.

By having your plan as formal as possible, you can present it to the bank or investors on a very short notice when your business is successful and you need new equipment, a new location, or more inventory. This is a good problem to have and your "Plan" can be modified in a short period of time to help you solve it.

If you do not have the ability to put your "Plan" in writing on a word processor (a word processor is good because you can change and print your plan in a very short time), at least have it written on note pads or note cards for each section. You can still change the "Plan" as you need and the ideas are not given to the frailties of memory.

Make your "Plan", use it, and enjoy the success of your business for you, your family, employees and community. You deserve it and by working for it you can make it happen.



## Are You the Entrepreneurial Type?

Do you like to take risks? Do you bounce back? Do you like to sell? Is financial security critical to you?

You might have a great idea for a product or service and know your market very well, but unless you find a challenge invigorating, you could be rendered ineffective by being perpetually on your own, out on a limb.

1. Are you optimistic?
2. Do you have a high energy level?
3. Would you define yourself as a workaholic?
4. Do you like to work alone?
5. Are you used to relying on your cleverness to get by, or do you need a strong support system?
6. Do you like to take risks?
7. Are you creative?
8. Do you spot opportunities others miss?
9. Are you organized?
10. Are you disciplined?
11. Do you like to sell ... yourself and or your business?
12. Do you have the freedom to radically change your life?
13. Do you recover quickly from disappointment?
14. Can you develop and defend your position on important matters?
15. Are you good with people? Are you comfortable hiring and supervising different types of employees?
16. Do you require a stable existence or do you like a little adventure?
17. Are you self-reliant?
18. Is your self-esteem a result of your own analysis or that of others?
19. Do you have patience to persuade others to your way of thinking?
20. Can you build excitement and enthusiasm in others?
21. Can you motivate others?
22. Can you, if things don't work out, walk away from something.
23. Do you want to be your own boss?
24. Have you seized every available career

It's important to assess the amount of risk with which you are comfortable. If you are conservative, do not like unnecessary risk and feel more comfortable when there is a certainty, you will not enjoy having a business of your own.

BARRON'S                      By  
BUSINESS KEYS              Carole Sinclair

- opportunity to learn from others?
25. Can you take any business idea and quickly assess its positive and negative points?
26. Can you get directly to the heart of the marketability of a Business idea?
27. Can you focus on the core of a concept and move quickly to the important points?
28. Do you enjoy speaking publicly?
29. Do you enjoy writing about your field?
30. Do you like competition and do you like a good fight?
31. Have you made some provision for your future, retirement, and dependents?
32. Can you set aside liquid assets equal to three to six months, or better yet, a year's worth of expenses?
33. Can you appreciate good ideas of others and not feel threatened by them?
34. Do you always make a point of giving others credit for their work?
35. Is independence a major priority for you?

If you've answered yes to most of these questions, you are the classic entrepreneurial type.

If you attempt a business startup, it will probably bring you happiness, whether or not it brings you wealth.

If your response to most of these questions was negative, than being an entrepreneur is not for you.

It will cause stress, instability, and anxiety. It's not worth it.



## START-UP CONSIDERATIONS QUESTIONS TO ASK YOURSELF

1. What will be your business and its objectives?
2. Who is your target market?
3. What is your preliminary market plan?
4. What is the feasibility?
5. Where would be your location?
6. What management and personnel are required?
7. What will it cost to start-up?
8. Where will you get the funding?
9. Will there be partners?
10. What permits and licenses are needed?
11. How much of your time will this take?
12. Is it worth it to you?

### GOOD MANAGEMENT IS CRITICAL TO BUSINESS SUCCESS

#### THE MANAGEMENT FUNCTION

- |                           |  |
|---------------------------|--|
| 1. PLANNING               | <ul style="list-style-type: none"> <li>■ WHAT SHALL WE DO?</li> <li>■ HOW SHALL WE DO IT?</li> </ul>   |
| 2. ORGANIZING             | <ul style="list-style-type: none"> <li>■ IDENTIFY THE JOBS TO BE DONE</li> <li>■ GROUP THE JOBS</li> <li>■ ESTABLISH THE GROUPS IN A STRUCTURE</li> </ul>  |
| 3. STAFFING               | <ul style="list-style-type: none"> <li>■ DESCRIBE THE JOBS</li> <li>■ ESTABLISH COMPENSATION FOR EACH JOB</li> <li>■ RECRUIT AND SELECT EMPLOYEES</li> <li>■ ORIENT AND TRAIN EMPLOYEES</li> </ul> |
| 4. DIRECTING              | <ul style="list-style-type: none"> <li>■ LEADING</li> <li>■ COMMUNICATING WITH EMPLOYEES</li> <li>■ MOTIVATING EMPLOYEES</li> <li>■ EVALUATING EMPLOYEES</li> </ul>                                |
| 5. CONTROL/<br>MONITORING | <ul style="list-style-type: none"> <li>■ ARRANGE STATUS</li> <li>■ COMMUNICATE PLANS AND STANDARDS</li> <li>■ COMPARE PLANS AND STATUS</li> <li>■ CORRECT DIFFERENCES</li> </ul>                   |

## FEASIBILITY STUDY

By Carole Sinclair

Any new business requires a feasibility study, which determines whether your idea can exist as an ongoing profitable business. Such a study needs to provide or consider:

1. a description of your product or service
2. existing competition
3. plans for pricing your product or service
4. a list of likely customers
5. a list of likely suppliers
6. staff needs
7. space requirements, including the possibility of leasing commercial real estate
8. equipment, including the pros and cons of leasing versus purchase
9. startup money required
10. cost of startup money and likely sources
11. your background and ability to manage such a business, including previous management, sales, and new product development experience
12. additional skills required and whether you are going to seek additional training or hire someone with these skills
13. growth potential-in other words, in addition to the market you perceive for it now, do you also perceive a market three, five, ten years down the line, and on what research do you base that perception
14. your likely customers, and how you are going to reach them-direct mail, telemarketing, paid advertising

If your business is going to involve direct mail, it might be wise at this point to do a small direct mail test. It is usually possible to read the results of a small test and make relatively accurate projections for one to three years based on those results. Lending institutions are frequently willing to lend seed money for a small direct mail test prior to a larger commitment because they too feel results can be read and projected.

### WHAT EMPLOYEES WANT"

Appreciation for their work  
To feel "IN" on things  
Help with personal problems  
Good wages  
Job Security

# TEAM



WANDA ELLIS is co-leader of this year's Project Free Enterprise Team and also co-leader for the 1991 and 1992 teams. She holds a Bachelor of Business Administration Degree and a Masters Degree in Education. She has 37 years experience as a classroom teacher, supervisor and counselor. Retired from Lee College, she currently works as an Education Consultant and in sales part-time. Wanda is a Paul Harris Fellow and has served as a Director of the Baytown Rotary Club. She also serves on a Hospital Board and works with Sheltering Arms and Family Services. She is a widow with a grown daughter, son and two grandchildren.



JIM THOMAS, the co-leader of the team and moderator of the seminar, is presenting the "Formal Business Plan". He holds a Bachelors Degree in Business Administration and is a Certified Public Accountant. Jim has over 26 years of experience in the accounting profession and has had his own practice for the last 16 years. He has been very active in all aspects of Rotary and was a member of last year's Project Free Enterprise team. Jim is a Paul Harris Fellow and a past president of the Pearland Rotary Club. He and his wife Linda have four college age children, three daughters and a son.



GONZALO MONTOYA, who holds a Bachelors Degree in Electrical Engineering is presenting the topic of Finance. He is a Certified Financial Planner and a registered Investment Advisor. An experienced producer, writer, developer, director and presenter of Business and Financial Planning Seminars, Gonzalo serves as a Staff Senior Manager at McDonnell Douglas Aerospace Corporation. Columbia South America is his homeland. He is active in the Space Center Rotary Club and has received numerous honors and awards in public speaking and theatrical arts. Gonzalo and his wife Janet have two daughters, four grandchildren and a YORKIE named "COCO".



ROBERT PILAND is presenting the Management portion of the program. He holds a Bachelors Degree in Mathematics, a Master's Degree in Environmental Management, a Doctoral Degree in Organization, and attended the Advanced Management Program at the Harvard Business School. Bob is retired from the NASA Johnson Space Center where he held numerous executive positions including Director of Engineering and Deputy Manager of the Apollo Spacecraft Program. Since 1983, he has taught at the Higher School of Economics at Bonska Bystrea in the New Republic of Slovakia as a Fulbright Scholar. Bob and his wife, Myra, have three children and seven grandchildren.



# TEAM



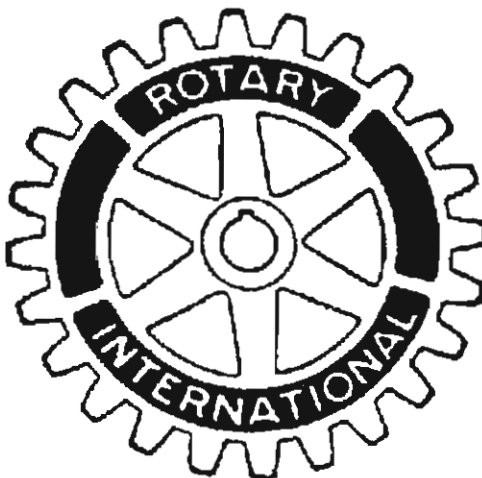
SHAUN PRINCE brings much expertise to the seminar in presenting the topic of Accounting, because of her varied background and experience. As a Corporate Accountant, Shaun has worked in tax accounting with businesses in setting up books for both manual and computerized accounting systems. She has worked as a Controller where she supervised accounts receivable billings and collections, produced budgets and projections, and created sales proposals. She is currently pursuing a Master of Business Administration/Law Degree program. Shaun was born in Indonesia and is re-establishing her fluency in the Indonesian language. Currently, Shaun is serving as Treasurer of the Texas Chapter of the Kosciuszko Foundation. She is single.



DALE ROBERTSON is giving the opening presentation as well as the cash management portion of the Project Free Enterprise Seminars. Dale holds a Bachelor of Business Administration degree in Behavioral Management. He was President of Inducto-Bend, Inc. Currently, he is self-employed as a Business Consultant in Organization, Finance, Marketing, and Legal matters. His business travels have led him to England, Honduras, Belize and Cosa Rica. Dale and his wife Nancy have 3 children.



DANIELLE DUPUIS is the owner of a Specialty Advertising and Marketing Company. She has a Degree in Marketing/Sales and will present that portion of this seminar. She is a Certified Facilitator/Trainer of Statistical Process Control and has over 30 years experience. She was Director of Operations for an international knitted wire mesh company prior to starting a wire mill with her husband Roland. She is of Polish/German heritage and she and her husband have 7 children, 4 grandchildren, 2 cats, and a German Shepherd named "SHEBA". She is a member of Space Center Rotary, The Kosciuszko Foundation, and is Treasurer of a local community theater.





Daniel Defoe 1660 - 1731

Daniel Defoe is best known as the founder of the English novel. Most people do not know that he wrote "Robinson Crusoe" after he retired from a long and varied business career during the 17th century. At age 67, in 1726, he wrote the "Complete English Tradesman." This book was a prominent guide for tradesman for over one hundred years, and then it was reprinted in 1839 and used again in that country.

His business experience of 300 years ago still speaks to us today. Here's a sample of this exceptional man's insights into business. You judge how basic and timeless the principles of good business are.

### SOME OF THE TIMELESS ADVICE OF DANIEL DEFOE

Acquaint yourself with "general business" so you can turn to this or that trade as occasion presents:

- A. Manufacturing
- B. Markets
- C. Management
- D. Method of Sales
- E. Embarking with partners

Learn who will be your customers.

Speak as if to 500 people.

The Best Merchants write plain and intelligibly in business style.

Bookkeeping is absolutely necessary.

Balance accounts and "cast up" profit and loss at least once a year.

- A. Post transactions daily.
- B. Balance cash daily.
- C. Accounts always fit for view.

Beware of schemes and "projects."

Do not over-trade,  
"Too many irons in the fire."

Diligence - "Which a coachman gives the reins of a team of horses."

Delight in your choice of trade "Otherwise it is a bondage."

Guard your reputation: be honest, sober, diligent, cautious and punctual in credit.

Credit is a coy mistress - if ill used it is a doubtful thing whether you will gain her favor again.

Two things raise credit in trade:

- A. Industry
- B. Honesty

Do not assume too much debt or give too much credit for you must pay your debts whether you are paid or not.

The tradesman's all depends on the punctual payment of his bills.

Credit is the life and soul of business.

Do not leave your business to your employees

Do not be impatient with the public:  
you must express no passions, no resentments.

Neither cheat, nor defraud nor overreach.

Do not slander.  
For who is beyond it's reach.

Always be courteous and obliging and men of principle.

Never make enemies.

As the borrower is servant to the lender, so the seller is servant to the buyer.

Fame brings business - having a shop well filled and selling reasonable will bring you customers and fame by trade.

You cannot compensate for a business poorly located.

Display your goods according to demand.

Nothing of pleasure can be innocent if it injures business by taking your time, your mind, your delight or your attendance.

Delight in your family. Providing for their comfort and well being puts an edge upon the mind and makes one hunt the world for business as hounds hunt the woods for their game.

Live within your income.

# **WE WISH TO EXPRESS OUR SINCERE APPRECIATION**

*... to those who have assisted in bringing  
Project Free Enterprise to its fruition, including  
companies, individuals and Rotary Clubs throughout  
Houston's District 5890*

*While too numerous to mention individually,  
they are too important not to recognize collectively.*

*The success of this project rests in the hands of our supporters.*

**Project Free Enterprise Team**

## **THE OBJECT OF ROTARY**

The object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

**FIRST.** The development of acquaintance as an opportunity for service;

**SECOND.** High ethical standards in business and professions; the recognition of the worthiness of all useful occupations, and the dignifying by each Rotarian of his occupation as an opportunity to serve society;

**THIRD.** The application of the ideal of service by every Rotarian to his personal, business and community life;

**FOURTH.** The advancement of international understanding, goodwill, and peace through a world of fellowship of business and professional persons united in the ideal of service.



## **THE FOUR-WAY TEST**

*OF THE THINGS WE THINK, SAY OR DO*

1. Is it the **TRUTH**?
2. Is it **FAIR** to all concerned?
3. Will it build **GOOD WILL** and **BETTER FRIENDSHIPS**?
4. Will it be **BENEFICIAL** to all concerned?

# ROTARY



**DISTRICT  
5890  
TEXAS, U.S.A.**

PROJECT FREE ENTERPRISE  
DIRECTOR, DR. DAVID TAYLOR  
ONE PROFESSIONAL PARK  
WEBSTER, TEXAS 77598



OUR SAVOIR-VIVRE IS FRENCH  
OUR SAVOIR-FAIRE IS UNIVERSAL.



THE WORLD BY AIR FRANCE IN MORE THAN 200 DESTINATIONS  
VIA PARIS - CHARLES DE GAULLE 2.

**AIR FRANCE**   
ASK THE WORLD OF US