

The Chamber

A publication of The Chamber of Commerce of St. Joseph County



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accelerating business growth your Chamber plans its next move

Business decision makers and chess players alike know one thing: Sound strategy is the key to success.

Whether selling lemonade alongside the road or exporting computer chips around the world, a good business knows that the path to growth comes in addressing obstacles and discovering possibilities months and years ahead of time.

The Chamber of Commerce of St. Joseph County has a unique position. Businesses often look inward to see what they need and where they're going. The Chamber has taken a long and studied look at the region's business environment in setting a new strategic plan that will ensure the next wave of economic progress.

The Chamber's strategic plan, Accelerating Business Growth, focuses on developing an environment of entrepreneurial possibilities. While keeping a firm hold on the traditional benefits and initiatives, The Chamber will also encourage area companies to be proactive and bold in order to seize growth opportunities. Carl Bossung, Partner at Crowe Chizek and Chairman of The Chamber Board of Directors, said he is excited that The Chamber is taking a lead role in forging a spirit of cooperation between the public and private sectors in the area.

"The Chamber is dedicated to fostering a climate of business innovation," Bossung said. "Our strategic plan calls for a proactive approach to entrepreneurship...that means creating jobs that will retain young, educated people, developing business that's at the cutting edge of technology and making St. Joseph County highly competitive with other effective business communities.

Chuck Viater, President and CEO of MFB and Chair-

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The Chamber
Chamber of Commerce of St. Joseph County

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how we see it

an entrepreneurial approach to economic prosperity

Look up the word entrepreneur in any dictionary and it will describe a risk taker. But does this definition go far enough to truly convey the essence of being entrepreneurial?

The cover story focuses on The Chamber's new strategic plan and how entrepreneurial activity can grow our economy from the inside out.

So often when someone pictures an entrepreneur they envision a new venture or a small business. However, age or employment size isn't criteria for entrepreneurship.

We know in many aspects of life that environment can often deter or encourage successful outcomes. How do we become more of an entrepreneurial community? Unfortunately there are no quick, easy formulas. We must think more broadly in terms of opportunity, funding, talent, services and other resources. To be entrepreneurial in today's knowledge-based, global economy refers more to an

attitude or mindset. It means being flexible, bold, innovative and strategic. These key elements are often what drive business growth.

An entrepreneurial business culture will foster innovation, high-quality jobs and economic and community growth. The Chamber's strategic direction is aimed dead center on facilitating an environment that is fertile for entrepreneurial activity and increased economic opportunity.




Mark N. Eagan, CCE
President and CEO

nominations being accepted for athena and small business of the year awards

The Chamber wants to hear from you. With members' input, an Athena winner and Small Business of the Year will be recognized at the Salute to Business luncheon in February 2005.

Annually, the Athena Award honors an individual who is achieving professional excellence, is a community servant and is opening the doors of leadership for women.

An Athena recipient must assist women in reaching their full leadership potential, demonstrate excellence, creativity and initiative in his/her profession and be civic minded.

Small businesses that have demonstrated leadership, innovation, economic growth and capital investment represent those companies that may be considered for Small Business of the Year, an award given in partnership with the Small Business Development Center (SBDC). Nominees will be evaluated on employment growth, documented increase in sales/unit volume/financial position, innovative product/service offerings and community stewardship.

To nominate an individual for the Athena Award or a company for the Small Business Award, please submit complete information on the subject, including contact information and a letter indicating why you think this individual/company is deserving of the award. A selection committee will evaluate all valid nominations. The deadline for Small Business of the Year nominees is November 10, while the nominee deadline for the Athena Award is November 30. For additional details, contact Paul Laskowski at 574.234.0051, ext. 313, or email plaskowski@sjchamber.org.

Mail nominations to:
Chamber of Commerce of St. Joseph County
Att: Paul Laskowski
PO Box 1677
South Bend, IN 46634

THE CHAMBER@WORK



Executive Editor	<i>Shari Carroll</i>
Editor	<i>Nick Johnson</i>
Editorial Information	<i>Nick Johnson, ext. 274</i>
Advertising Information	<i>Shari Carroll, ext. 311</i>
Chairman of the Board	<i>Carl L. Bossung</i>
Chair-Elect	<i>Charles J. Viater</i>
Chamber President and CEO	<i>Mark N. Eagan, CCE</i>

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ask the expert

Q & A on **STRATEGIC PLANNING**
with Shelley Moore and Jack Gregory



Shelley Moore
President
Insight Strategic
Concepts, Inc.

How has strategic planning changed to adapt to the new economy?

In the past, businesses used strategic plans as nothing more than a means of formality or backup - a 20-25-page document that sounded good on paper, then sat on a shelf and no one read it.

Today, strategic planning is more important than ever with the current market conditions and competition. The approach to strategic planning is more of a day-to-day mentality and operation. It's a form of change management.

In your view, what is the best process for companies to take when creating a strategic plan? First, a company must have the right mindset to even begin. That means looking at the process as dynamic and organic. Then, an organization must look externally and internally. External refers to the products, customers, distribution channels and so on, while internal refers to the organization's resources and people. Success is only achieved when you integrate the two together.

Good leaders of the strategic process will take time to understand the whole process. When we get the opportunity to work with a company, one of the first things we do is to get to know their people. Who are the key players in the strategic process, what are their roles and talents? We look at how these people naturally operate and fit together.

You need to bring the people in at the beginning, so they understand the process and are a part of it. It's the buy-in. You need to engage the right people at the right time to make things happen. In today's world, strategic integration is marrying unique change for the future with employee involvement. It can be the best plan in the world, but if no one is using it and no one cares, what is the point?

Insight Strategic Concepts Inc. is a national firm assisting business owners and leaders with building strategic and talent management systems - to increase productivity and improve performance for achieving intended outcomes.



Jack Gregory
Managing Director
Moody's KMV

Why is a strategic plan important for the success of Moody's KMV?

The strategic planning process is important to the success of Moody's KMV in several key areas. It provides a prioritization framework for resource focus and growth investments. It also balances and optimizes near-term operating plans and the longer term strategic plans. Our strategic plan helps in communicating direction to our employees, clients and shareholders.

What is the biggest challenge in strategic planning?

Harmonizing the many distinct and ever moving components of a global company serving a global market into a unified strategic plan that is relevant to the clients and markets we serve. The plan must be active, adaptable and achievable within the resources and investments available with enough agility to embrace the constant changes in financial, political, regulatory and business environments affecting both Moody's KMV and our clients.

Moody's KMV™, a wholly owned subsidiary of Moody's Corporation, is the world's leading provider of quantitative credit risk management business.

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ACCELERATED GROWTH *continued from page 1*

Elect of The Chamber, explained that The Chamber's focus through the strategic plan will prove to be essential in advancing economic and business development opportunities in the region.

"Every business has critical issues it must address while moving toward healthy growth," Viater said. "We've taken a look at what local business needs to succeed now, and what they'll need in the future, be it legislative issues, infrastructure, technology...The Chamber will fight for these very things."

The foundation of the strategy recognizes that existing business will be the primary catalyst for fueling economic growth. The Chamber will provide leadership for decision-making, which will grow our economy, strengthen our business climate and enhance our quality of life.

For information on corporate strategic planning, read the Q&A section on page 4, the Rainmaker article on page 8 and the "Know How" article on page 11.

economic news

National

CPI:	+0.1% Aug 2004
Unemployment Rate:	5.4% Aug 2004
Payroll Employment:	+144,000(p) Aug 2004
Average Hourly Earnings:	+\$0.05(p) Aug 2004
PPI:	-0.1%(p) Aug 2004
ECl:	+0.9% 2nd Quarter 2004
Productivity:	+2.5% 2nd Quarter 2004
U.S. Import Price Index:	+1.7% Aug 2004

Indiana Aug 2004

Unemployment Rate:	4.9%
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St. Joseph County Aug 2004

Labor Force:	136,970
Employed:	131,030
Unemployed:	5,940
Unemployment Rate:	4.3%

CPI: Consumer Price Index PPI: Producer Price Index
 ECI: Employment Cost Index (p): Pending

Information taken from the Bureau of Labor Statistics

the four core strategies

of The Chamber strategic plan

- **Spur creativity, innovation and entrepreneurial activity**
- **Identify and address key factors that encourage the attraction, retention and expansion of businesses**
- **Be a catalyst and resource to help businesses tap into the region's total talent pool by increasing opportunities for women, minorities and young adults in the workplace**
- **Be a powerful advocate for member businesses by influencing public policy to improve the business climate and quality of life in the region**

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South Bend, IN 46635
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Debbie Werbrouck
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Osceola, IN 46561
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Dawn Dager
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Fort Wayne, IN 46804
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South Bend, IN 46601
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member milestone anniversaries

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november

s	m	t	w	t	f	s
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

december

s	m	t	w	t	f	s
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Wednesday, November 17

Business After Hours
 Oscar's Billiard Club
 5 - 7 p.m.
 Complimentary - members
 \$10 - nonmembers
 Contact: Patty Palman
 574.234.0051, ext. 301

Friday, December 3

**Briefing by U.S. Chamber -
 National Business Agenda**
 Chamber Briefing Center
 8 - 9 a.m.
 Complimentary
 Contact: Patty Palman
 574.234.0051, ext. 301

Wednesday, December 8

Elected Officials Reception
 DeBartolo Center for
 Performing Arts
 4:30 - 6 p.m.
 Complimentary
 Contact: Patty Palman
 574.234.0051, ext. 301

www.sjchamber.org

Register for Chamber events quickly and easily online. Email events@sjchamber.org or call Shari Carroll at 574.234.0051, ext. 311.



ABOVE: Chamber Vice President Paul Laskowski, far right, stands with the international exportation experts that presented during the Michiana World Trade Council's recent China Challenge seminar. From left is M. Angella Castille - Attorney at Law, Partner, Baker & Daniels; William P. Kingsley, CPA, Tax Partner, BDO Seidman, LLP; Karim Pakravan, Vice President, Senior Economist and FX Strategist at JP Morgan Chase

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Wednesday, December 8 ★ 4:30 - 6 p.m.

The DeBartolo Center for Performing Arts on The University of Notre Dame campus.

2004 has been a year of politics on the national and local level. Have your voice heard by area politicians at this year's Elected Officials Reception. The event is complimentary. Good food and drink will highlight this informative and comfortable atmosphere.

Call 574.234.0051, ext. 301 to register



rainmaker



A rainmaker is an innovator, a company that provides a unique product or service, works in unconventional business models or uses creativity to solve challenges. This feature highlights companies that make our community prosper.

magnetech stays ahead of the game

Magnetech Industrial Services had a problem. In just four years, this South Bend-based motor-repair and industrial magnet manufacturer saw yearly sales grow from \$800,000 to \$26 million. Magnetech locations sprung up around the country in Ohio, West Virginia and Alabama. Business was better than ever.

So where's the problem?

Magnetech President and CEO John Martell recognized that Magnetech couldn't grow without adding significant amounts of skilled employees. And that's where the problem arose. In service shops where motors are torn apart and reassembled, giant electromagnets are manufactured and electrical and hydraulics systems are in play every day, workers must be outfitted with a very specific skill set. Martell was finding that there simply weren't enough employees to fill the spots created by Magnetech's incredible growth.

So Magnetech took matters into their own hands. With the help of Educational Services Manager Mark Melnick, Magnetech has developed an in-house training program. The four-year, 8,000-hour course is designed to

enhance workers skill sets and has been accredited through the Department of Labor's Bureau of Apprenticeship and Training.

"We realized that we need to fill the skill gap," Martell said. "You need highly trained employees to stay competitive, so we put together our own system."

As employees work toward bettering their job skills, they are receiving college credit at the same time. Vincennes University, as well as Ivy Tech, both recognize Magnetech training courses as applicable toward an associate degree.

Martell feels that offering the training sets Magnetech apart. "Not many private companies offer this type of on-the-job education that can be applied toward college credit."

Magnetech plans to increase international exportation in the future, and Martell indicated that by 2007 they want to be doing \$100 million a year in sales.

With that kind of jump, clearly there will be further need for a skilled workforce. By that time, Magnetech will have their educational system established enough to handle the growth.

become a Chamber trustee

The Chamber's Board of Directors recently approved new premium membership levels to be called Chamber Trustees.

The new program is designed for businesses that are committed to take a leadership role in building a solid business foundation for the growth and prosperity of the community. All Chamber member companies can now become Chamber Trustees.

This higher-level membership provides Trustees additional recognition and benefits beyond typical membership. Whether having your company's name prominently displayed in Chamber publications or receiving complimentary use of selected Chamber resources, the three trustee levels meet the needs of businesses wanting to be more visible and involved.

If your business would like to increase its profile by becoming a Chamber Trustee, contact Mark Eagan at 574.234.0051, ext. 331 for details.

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navigating customers to your business

new Chamber web site leads the way

When do most people turn to a chamber's Web site? When they are looking for the center of business in a community, they look to the chamber of commerce. They look for the directory of businesses, visitor and tourist information.

Recognizing the need to move visitors through the Web site to members' business listings more quickly and efficiently, The Chamber underwent the monumental task of designing a new Web site and updating its business categories.

While located at the same address, www.sjchamber.org, the new Web site reveals a total facelift from top to bottom. Now inclusive of The Chamber's identity, the new site features more clear navigation,

For greater visibility, The Chamber's new site can serve as a marketing vehicle for members. Premium marketing positions now adorn the top of several Web pages, moving visitors to a member's Web site even faster.

moving visitors to member listings far more quickly and easily. The sooner the visitor gets to a member's business listing, the sooner they reach the member's Web site.

Business categories have also been expanded and more clearly defined to better reflect the needs of

members and to help site visitors search more easily.

For greater visibility, The Chamber's new site can serve as a marketing vehicle for members. Premium marketing positions now adorn the top of several Web pages, moving visitors to a member's Web site even faster. Various levels of premium marketing positions are available, from the homepage to the business directory section, from billboard ads to highlight packages. Home builders find the relocation area a perfect fit, while hospitals find the health care section the place to be to deliver their marketing message.

For additional information about The Chamber's new Web site and the premium marketing positions that are available, contact Shari Carroll at 574.234.0051, ext. 311.



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chamber member news

The Michiana Chapter of the Society of Human Resource Management (SHRM)


announced that Eileen Shue, SPHR, President of the chapter, recently received the 2004 Volunteer of the Year Award at the Indiana State SHRM Conference. Nominated by a group of her peers, Shue was recognized for her outstanding leadership to the Michiana SHRM Chapter and her devotion to the HR field.

Goodwill Industries of Michiana was recently named as the winner of the 6th annual Leighton Award for Nonprofit Excellence. The award, given by The Community Foundation, brings with it a \$100,000 endowment matching grant and a \$10,000 unrestricted grant. The purpose of the Leighton Award for Nonprofit Excellence is to recognize and celebrate outstanding achievement by a local charity serving the St. Joseph County community.


The Center for Hospice and Palliative Care, Inc. was recently recognized through two agencies, representing both state and federal oversight, for its quality home health care. Health Care Excel, the Indiana Medicare Quality Improvement Organization, has recognized the agency for its valiant efforts as participants in the Home Health Quality Initiative. In addition, the Indiana State Department of Health completed its annual survey of The Center for Hospice and Palliative Care for licensure as a home health agency. In this state survey, which also included a federal survey for certification as a Medicare home health provider, The Center for Hospice and Palliative Care received no deficiencies, or a "perfect score" for the second straight year.

Gibson Insurance Group was recently selected to be part of an elite group of independent insurance agencies around the United States participating in the Independent Insurance Agents & Brokers of America (IIABA) "Best Practices" Study Group. More than 900 independent agencies throughout the U.S. were nominated to take part in the annual study, but only 195 agencies qualified for the honor.


Ken Herceg & Associates, Inc., an engineering, architecture and survey firm, is celebrating its 20th year in business. Located in South Bend with an additional office in Niles, the company was established by Ken Herceg in 1984 and serves customers throughout the Midwest




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To submit your company's press releases for *The Chamber@Work's* member news section, send an email or fax to Nick Johnson at njohnson@sjchamber.org, or 574.289.0358. The Chamber has the right to refuse or edit any material.

the diary of a

leadership rookie

by Shari Carroll
Manager of Programs and Events

One day my supervisor came into my office and asked me if I would like to participate in the Leadership South Bend/Mishawaka program. I said "sure." After all, I had heard nothing but good things about the program from alumni. It would also be good to have first-hand experience of what the program is all about.

Yet I had hesitation. What was I getting myself into?

At the opening orientation, I was able to meet the other 41 participants in class 31, who represent a cross section of job titles, functions and companies in the area. At the orientation we learned that the focus of this year's program is to build the capacities for effective leadership; participate in a community plunge to expand knowledge of our community; and move to action.

That sounds good. What's next?

The next step of the journey really heightened my hesitation and anxiety. A two-day retreat at Camp Friedenswald in Michigan.

Singing around the campfire, throwing people over a wall and navigating obstacle courses came to mind.

Thankfully, my fears soon went away as we gathered for day one of the retreat. We discovered that part of the reason we were there was to bond and get to know one another on a deeper level. Relationship building can only begin with good conversation. Obstacle courses were not part of the plan; however, there was some singing!

Much to my delight, the retreat allowed me to get to know my fellow classmates better. Consultants facilitated the retreat, which saw us divide into groups for a multitude of projects that gave us the capacity to learn leadership skills and present them in a manner that took us "outside our comfort zone." It worked! Cheerleading, banging into walls and even drawing took me to another level.

Through these exercises, we began to understand the 21st century leadership skills needed to create an effective, performing community. Group tasks included visualization, team building, trust exercises and more. What I learned from the retreat is that I have a lot of work ahead to further hone my leadership skills. I look forward to the journey ahead, so I can reach a point where the skills learned can be applied toward everything I do.



ABOVE: Leadership participants take part in an exercise during their recent retreat. Leadership South Bend/Mishawaka's mission is to develop the capacity and commitment of people to recognize, understand and respond to their community's trusteeship needs through civic education, skill building and community service. This diary will track the Leadership journey that Shari Carroll is embarking on to give members a better sense of what the Leadership program is about. For more information on Leadership, contact Pam Newman at pnewman@sichamber.org.

know how ● ● ● ●**different types of plans for businesses**

by Stephen Windhaus

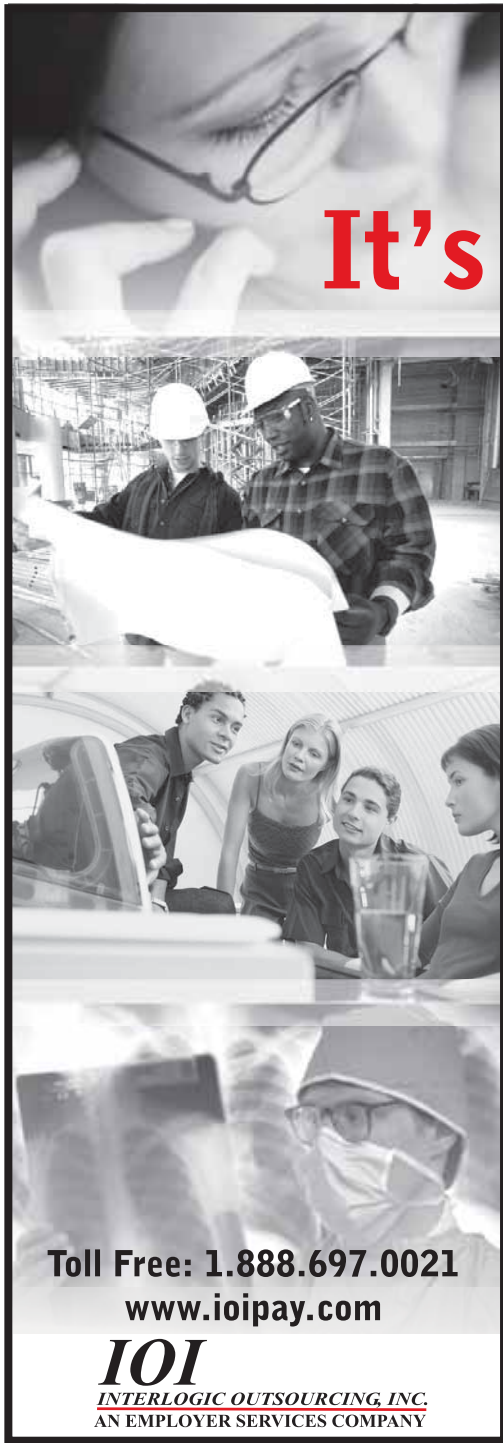
Experience has told me there are distinctions between the different planning concepts (but they can be worked together).

A business plan is a document, generally, projecting three to five years into the future about the route a company intends to take to maintain and grow revenues. It incorporates the basic elements of market research, promotional strategies, operational requirements and financial projections. There are many variations on sub-categories of each element described above, but all are focused on addressing the undeniably important, overall components of operating a business enterprise. The plan will be used for raising capital, expansion, reorganization of resources and activities, downsizing and/or preparation for sell-out.

A strategic management plan does address one or more of the elements of a business plan, but the primary focus is on the management team and its personnel. It may even incorporate the development of manuals of operation, procedure, policy and/or organization. Ultimately, the objective is to maintain or improve productivity, maximize internal control of resources and enhance relationships (internally and/or externally).

A strategic management plan fits, primarily, into the operational aspects of a business plan where you list staff requirements, management philosophy, key personnel descriptions and a listing of the credentials of the key personnel.

Article taken from Bplans.com



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