

Case Study: An American (a)Broad:

The story of one small business expanding internationally

By Colleen Jolly, PPEAPMP

How one American business established a new proposal support office in London.





No smoking

No alcohol



GAUTRAIN

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I am an American businesswoman who fell in love with traveling and had to find a way to support my habit. This case study, written in the first person, is my experience building relationships outside of the United States (US), opening a United Kingdom (UK)-based office, and continuing to expand into other English-speaking countries such as Australia. My story, currently spanning five years, is not unique from other entrepreneurs in that I had an idea, zero experience, and a whole lot of unflagging courage.

While my advice and recommendations are geared towards assisting US-based small businesses expand or establish their international business, many of the resources listed are also applicable, or have related services, to support investing from countries outside of the US.

Where did this idea come from?

My company provides visual communications support in the form of training and direct consulting work. After conducting my first international business trip in 2006, I realized that many visual products (printed, presented, web-based, etc.) have universal similarities and that perhaps there would be a market for our services outside of the US if modified in culturally relevant ways. At this point, I had no international business experience (I had been out of the US twice before—once to the Bahamas and once to Uganda via a 12-hour layover in London), no budget, no team to assist, and no legal advice.

Where do I even start?

I simply started talking about it—my dream to build something (a branch, a subsidiary, a satellite, a mystical “something” that reflected what my company already did) outside the US. Many business self-help gurus espouse the idea of visualizing the future you want by either using a vision board—a physical or electronic collection of ideal images (vacations, spouses, etc.)—or simply writing down your goals. Many of them believe you will achieve your goals faster by using this technique. I like talking, so I started talking about what I wanted and when I wanted it. Talking about my goals and dreams helped—a lot. It helped me to understand what I wanted and to start to believe I could do it; more importantly, however, the more people I talked to the more opportunities I received.

Resource #1:

Pick a country, and visit the website of their embassy in the US. Many countries are extremely excited to talk to entrepreneurs and business owners of all sizes about exporting or opening local offices (or branches, subsidiaries, etc.) in their home countries. Many embassies offer free information on their websites about how to do business in their country and some offer free direct help. One such country is the UK, which maintains an inward and outward investment assistance department of the UK Government called UK Trade and Investment (UKTI): <http://www.ukti.gov.uk>.

Another similar resource is Austrade, Australia’s investment assistance body (<http://www.austrade.gov.au>), which functions similarly to UKTI in providing advice, research, and networking opportunities to inward and outward investors to Australia.

I live in Washington, DC, and fortunately, many embassies are located there and are active in hosting business and cultural events. I attended a free event at the British embassy that a friend had found out about and passed along to me, regarding human resource concerns in the UK. While not exactly the information I needed immediately to grow (or even start) my UK business, I went anyway. Simply attending allowed me to meet other companies interested in networking and to be introduced to UKTI. I never imagined there could be free resources to help me grow my business internationally.

RESOURCES

Resource #2:

Start locally—especially if you do not live somewhere that has easily accessible embassies. Go to the websites of your local Chamber of Commerce, county government, and state government to identify the resources you have at a local level and you might just be surprised. As of this year, the Small Business Administration (SBA) is sponsoring a pilot program specifically designed to provide states with grant money that can in turn be used to support small businesses starting to export or seeking to increase the value of their current exports (State Trade and Export Promotion [STEP]) Pilot Grant Initiative, CFDA# 59.061).

The British embassy people I met at my first event introduced me to both the Fairfax County Chamber of Commerce (FCCC) International Business Council (IBC) <http://www.fairfaxchamber.org> (my business is located in Fairfax County, Virginia) and the Virginia Economic Development Partnership (VEDP) at <http://www.vedp.org>. Both organizations provide free or inexpensive and highly government-subsidized support for inward and outward investors, and offer networking opportunities and other business-matchmaking activities.

Resource #3:

Concerned that your local or state governments do not have the programs or funds to support your international expansion? Try <http://export.gov>. The National Export Initiative (export.gov) provides extensive online resources and access to in-person assistance both in the US and in many countries around the world. Still not enough resources? Try: <http://www.buyusa.gov>. This official site of the US Commercial Service (<http://trade.gov/cs>) can help whether you are a US-based company looking to export or from another country looking for a US partner.

I tend to follow the maxim of “more is more” and so I became a “client” of my county organization, my state organization, my local county organization, my federal organization, and just about everyone in between that had the words “business,” “international,” and, most importantly, “free” somewhere in their mission statement. Through cultivating these relationships, I was (and continue to be) placed in front of networking opportunities, trade missions (inexpensive and organized business meetings in foreign countries), and other opportunities to promote my business such as writing articles and speaking at events.

Previously, I would have expected such professional-level support to be expensive but I found that most of their advice/services were free or heavily subsidized by the various local, state, and national governments.



Australian Government

Australian Trade Commission

<http://www.austrade.gov.au>

BRITISH AIRWAYS

<http://businessconnect.ba.com>



The Voice of Business in Northern Virginia™

<http://www.fairfaxchamber.org>



<http://www.contracts.mod.uk>



<http://export.gov>



<http://www.regus.com>

tenders direct®

the smart way to win contracts

<http://www.TendersDirect.co.uk>



<http://www.ukapmp.co.uk>



<http://www.ukti.gov.uk>



<http://trade.gov/cs/>



<http://www.vedp.org/>

WHY THE UK?

1. Americans and Brits more or less speak the same language.
2. Americans and Brits have a similar culture.
3. The APMP had a strong presence in the UK (well, at least I had heard there was a chapter over there), which told me there could be a market for our services.
4. I had visited the UK (once).
5. I liked London.

I initially picked the UK over other countries to expand in for a few key reasons that completely made sense to my naïve international business sensibility.

Of my top five original reasons to do business in the UK and to use that country as the launching ground for my amazing new visual communications empire, only one was actually accurate after scrutinizing the marketplace now five years later. The APMP does have a strong presence in the UK and continues to grow. The UK APMP chapter (<http://www.ukapmp.co.uk>) was founded in 2001 and now has more than 1,000 affiliated members, second only in sheer numerical size to the National Capitol Area (NCA) chapter.

They have regular and well-attended meetings, a multi-day annual conference with top-notch speakers (including Alastair Campbell, the “Karl Rove” of the former Prime Minister Tony Blair’s administration) and a highly sophisticated marketing presence that regularly draws new vendors and new members to the Association. The UK APMP chapter focuses mostly on the mainland UK but also reaches into Northern Ireland and regularly attracts continental European visitors. There are also several familiar US-based or parent proposal-related firms present in the UK, such as Shipley, Strategic Proposals, and Qvidian (formerly known as Sant), to name but a few.

There are also several large multinational firms that maintain a presence in the UK familiar to the US federal contracting world, such as Boeing, Northrop Grumman, and Lockheed Martin. These provide similar defense-related services to the UK Ministry of Defence (MOD) and the Home Office (their version of the Department of Homeland Security). The UK chapter has been a source of past over-all APMP CEOs, like Tony Birch, and it was the UK chapter that led the initial charge for creating the APMP’s accreditation program. This was definitely a market that did not need to be built “from the ground up,” nor was it one that I could waltz into and expect to be handed heaping piles of those funny colored pieces of paper they call money, but it was a more than adequate place to start.

I have since used criteria #3, the presence of the APMP in a country, to take me to Germany, South Africa, and Australia looking for more potential international clients and speaking at APMP events. Why do all the hard work identifying potential members and clearing a path when so many far more qualified



and pioneering people had done it before me? It seems significantly easier to stand on the shoulders of giants then for a mere mortal to become a giant.

I have learned, and continue to learn on every visit to the UK, that we do not in fact share a common language or a common culture. Many a company (according to the US State Department and Census Bureau: “US exports of goods and services to the UK in 2010 totaled \$48.5 billion, while US imports from the UK totaled \$49.8 billion.”) go to the UK thinking we are brothers or at the very least cousins.

A friend gave me the best card on the first birthday I had after my first business trip to the UK. On the front it had an English bulldog sitting by Parliament with the Union Jack flapping in the background and said: “Do you know how they say Happy Birthday in London?” On the inside it cheekily answered itself: “Happy Birthday! We speak the same language, you know.” I still cannot think of that card without laughing. Oh, little did I know about traveling and speaking with people from other countries and cultures—how could I possibly begin to think we could do business together!

Fortunately, I was correct in that I had been to London before—my first trip was a layover on the way to Uganda. Now, five years after regularly traveling to London, I still like it, and even look forward to going back. We had less than 12 hours on my very first trip to learn how to navigate the tube, feed ourselves, and see all the sites in case we never made it back. Being a fairly industrious person I did see most of the typical tourists sites, or at least the ones that are closest together, including the London Eye, Westminster Abby, Parliament, Big Ben, the Thames, Trafalgar Square, Piccadilly Circus, and the inside of an actual British pub.

Hindsight is, as they say, “20-20,” and in retrospect, I had very little to go on other than a hunch that this could work coupled with a strong desire to try. I actually believed there was a market for our services and that we would thrive. So I did what any sensible person trying to sell a crazy idea to three other people would do—I wrote a business plan with all of the detailed research I received for free from my various governmental sources. Because this is what we do, it was a very

fine looking document full of beautifully illustrated and informative graphics.

I presented this 80+ page annotated document with a 10-slide complimentary PowerPoint presentation to my business partners and, fortunately because they had no idea how to do international business either, I was given the blessing to proceed as long as I funded the operation myself as much as possible. Historically, we have been a “boot-strap” organization funding the beginnings of the company on credit cards, well wishes, and the occasional first born son sold to elves to make payroll. It is not a trustworthy or credit-worthy issue, it is the ingrained sense of anything that is worth doing is worth proving that it is worth doing. We call it having “skin in the game.” Anyone, well most anyone, can take a large sum of money and make it into something—at least for a while. It is both harder and more rewarding to take no money and a dream and build an empire.

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Never Underestimate the Power of Free

To fund my new venture I had to get very creative. Fortunately, the Commonwealth of Virginia offers several grants to small businesses expanding overseas that include actual money and useful training, coupled with access to industry experts in fields such as international banking, translation, and marketing. I have now successfully won two of these grants totaling \$15,000, and have direct sales (in that someone I met directly connected to the Commonwealth of Virginia or an activity/opportunity they sponsored) of more than \$30,000 with more opportunities almost magically appearing every day.

These numbers do not account for the tens of thousands of dollars worth of research, advice, marketing, a friendly and non-judgmental ear, and most importantly access that I have received through my relationships at the state and local levels. I found out about these opportunities by simply asking what was available. If I had a burning need for an introduction to a potential client or wanted to be featured

in a publication, I did not wander around the Internet bemoaning the people who seem to have all the luck—I asked. And whether or not I received exactly what I was looking for, I was always appreciative.

Most of the initial start-up costs for any international business expansion are travel-related. This is significantly more expensive than traveling domestically, especially when you consider ever-changing currency rates. To help minimize travel costs, I traded graphic design services for lodging and when that did not work, begged friends to sleep on their couches while in the UK to save money on hotel bills.

I even managed to win a British Airways (BA) competition that included 10 free business class flights anywhere BA flies. The inaugural “Face-to-Face” program started because BA did a study with Harvard University that proved business conducted face-to-face rather than by phone or email was more successful, particularly for small businesses. The contest involved a series of essays about what my business did, what I was currently doing to expand internationally, and what winning 10 free flights would mean specifically to

a small company since the competition had staff size and gross revenue limits. I am not sure how many other companies I beat to win, but I do know I saved thousands of dollars and was able to visit new markets I had not even considered, including South Africa and Australia. The current incarnation of the program is a little more involved, and includes a video submission and an in-person interview. You can find out more about it at <http://facetoface.ba.com>.

By scouring LinkedIn and other listservs for information, I invited myself to every free UK-based business event in the local Washington, DC Metro area (including so many at the British embassy that the guards and I were on a first-name basis and I got invited to the staff holiday party). I leveraged connections made at those events to get invited to London-based events, which furthered my in-country network. I thrust a business card at anyone I met and asked for advice. I picked up a lot of opinions the first couple of years and found some extremely useful nuggets of information and recommendations for things I would have had difficulty sourcing myself, such as UK legal and accounting help.



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As I was networking I discovered that the concept of being local was very important to the British—more important than in the States where you are frequently working virtually with people from all over the country, and making sales and developing relationships with only a voice on the phone or a name at the end of an email. The British do work well virtually but prefer to meet and understand you before they commit to doing business. They, or at least the people I spoke with, appreciated the concept of localization so much that I started equating British networking and business with dating. First you identify the potential for a common interest and engage contact details, then the most interested party initiates contact and you perhaps exchange a few emails or phone calls to confirm there is indeed some spark. You meet in person for a drink or dinner and chat further about your potential future together.

No one wants to commit to anything serious after the first date, so after a firm handshake goodnight you resolve to meet again or perhaps just to keep in touch. Several of these interactions later and you might have a real relationship starting.

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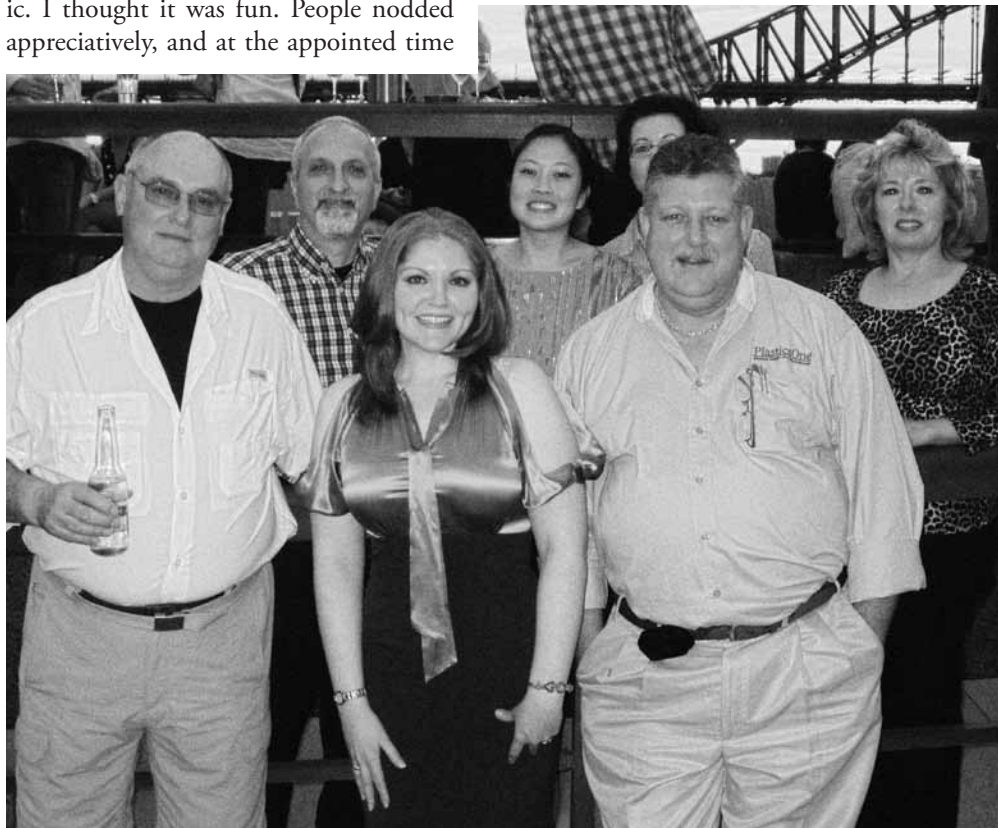
If the timing is right, then perhaps you make a more serious go together—out in front of people where you and your compatriot's reputations on are on the line. If there is a success, then you might just have found yourself a new set of in-laws, or at least a proposal team to support regularly with information graphics and high-quality production support.

Meet Zed, just another letter or something more sinister?

This all really started when I was invited to speak at the 2006 UK APMP conference. I could not wait for my first real international business trip! I updated all of my presentation material, or so I thought, and conducted the talk twice, presenting to the majority of total conference attendees. Since I had no idea what level of understanding they might have about the way we codified information graphics and visual communications, I decided to start with the basics and launched into a discussion of “Design 101.” I talked about color and fonts, and we did a great little exercise about conceptualizing a graphic. I thought it was fun. People nodded appreciatively, and at the appointed time

they left. The next group came in and it was rinse and repeat. I beamed with pride that I had survived, and people seemed to like what I had to say.

That is when I met Zed. American spelling is full of the letter “Z.” Full of it when you stop and actually look. In a game of Scrabble® it is worth quite a few points and I think it is very lucky to pluck a “Z”-labeled game piece. The British do not like “Zs.” They use the letter “S” in place of most “Zs” (or Zeds as they call them), they add “Us” in funny places, and occasionally mess up the spellings of normal, little words like “centre” and “tyre.” An American is mostly forgiven for calling a “lift” an “elevator” or forgetting where the “boot” of a car is, but making these egregious spelling mistakes AND using a completely American euphemism in a business setting (they do not number their courses in increasing order relating to complexity like Americans do, so the label of “101” referring to a basic class rather than a master class was completely lost on my audience) really made me look at best amateurish and at worst lazy.



Colleen Jolly in Sydney, Australia on a trade mission in 2011 with the Virginia Economic Development Partnership with (left to right, back row) Ashot Hovanesian from Synergy International Systems, Melissa Yorizane and Angela Foley from Foley and Associates, Diane Thomas from the VEDP, Lee Osborne from Ceramic Technologies, Colleen, and Mark Kesler from Plastics One Inc.

I learned two valuable lessons that day. The first was if I wanted to succeed I had to follow my own oft-proffered advice—I would have to learn to think like my intended audience—and second was that if I did not ask, no one was going to tell me I screwed up—the British were far too polite or perhaps just too reticent to tell me (unless they had a pint or two in them).

I started asking questions about things I thought were straightforward and should be universal. I re-learned the most important rule of business, and perhaps the most important rule about life—I actually knew very little. What I was starting to realize was that being too American and not local enough was going to be a barrier in this market.

I could do nothing about my American accent or sensibilities, so I started to outsource. I hired a part-time sales guy to help me. I joked and told him that his biggest value was simply that he could “be” British and the very act of him sitting next to me and nodding appreciatively with perhaps a small murmur of “she’s got her head screwed on the right way, she does” over his cup of tea to a potential client would seal the deal.

First through an independent small business incubator and then later through a Regus facility, I started a virtual office service. For a small fee, typically between \$100-200 per month, I could officially use a local UK address as my address of record and receive physical mail. It also had the benefit of phone service. I now had a UK office phone number cheerily answered by a British person who would always say I was “out of the office at the moment” and then would cheerily email me whatever message was left.

Resource #4:

Regus: <http://www.regus.com> has virtual and small business incubator office space available in many countries all over the world. Once you open an office, you also receive a Regus Gold Card that allows you entrance into any Regus Business lounge—a great place to check email, make copies, and generally chill out when you are traveling and do not have access to the comforts of your own office.

I hired solicitors, recommended through my growing network, to help me navigate business paperwork, taxes, and the mystical world of Value Added Tax or simply VAT. I paid for these services using grants won through the Commonwealth of Virginia. I asked the researchers through my networks and my contacts through the APMP how much I could charge for services and how best to bill or invoice clients.

I modified our company branding and logo to be less “Americanized” in visual style, re-worked our marketing materials to at the very least be spelled correctly for the British audience, and purchased a co.uk domain for our separate company website. My usual title of “Principal” meant nothing in the UK so I donned the title of “Managing Director” and put that on my new less-American business cards.

Now that I was armed in significantly more relevant audience colors and styles with my helpful but often exasperated UK-based solicitors, I was able to start actually selling. I officially launched 24 Hour Company UK LTD in October 2008 after three business trips to the UK, countless emails and phone calls, and with lots and lots of hope.

The next day the UK news reported that the country was officially mired in a recession and credit crunch, and the global tightening of the belt was in full effect.

Does a proposal by any other name still smell as sweet?

It is important to note that proposals are not proposals in the UK. Typically they are bids, sometimes they are tenders, infrequently are they proposals. The UK has very different definitions for what these terms, as interchangeable as they are in the States, actually mean. They have never heard of an RFP (Request for Proposal) but have a rather posh sounding ITT (Invitation to Tender). Documents are sized for international standards or A4 for “regular” paper and A3 for what we would call a foldout though they still use Microsoft® Word, PowerPoint, and Excel as their major delivery methods.

Bids are organized in the same way that you would expect in the US, with small teams wearing multiple hats, and large teams being more hierarchical with more people involved and more, but certainly not always, clearly defined roles. The focus in the UK tends not to be on public sector work—what the US thinks of as ‘government’ work—but percentage-wise is split between answering formal tenders from the local and national government and commercial or private sector work. The government-type work in the UK is a smaller market than the giant, US federal expenditures, and there is more border-crossing into Europe and elsewhere for bids.

I could do nothing about my American accent or sensibilities, so I started to outsource.

Resource #5:

There are similar corporate and government run websites such as Input.com and FedBizOpps.gov in the States where you can search for bidding opportunities. TendersDirect.co.uk searches for UK and European Union [EU] opportunities from both the public and private sectors. The MOD has an electronic vehicle, the Defence Contract Bulletin, found at contracts.mod.uk, with links to European sites and useful information on how to sell to the MOD for large and small businesses. The industries are similarly structured as in the US with the Defence and Home Office, the UK version of the Department of Homeland Security, being most similar in structure and response requirements as their US counterparts.

Stylistically, red is a much more popular and frequently used color in the UK than in the US. In the US federal arena, red can be a danger or warning color whereas blue, the most popular color for corporate logos, is a safe shade to use in almost any circumstance. Red is very popular with UK corporate logos and does not have the same danger stigma. More white space and fewer gradients, drop shadows, and other visual enhancements are more common

in the UK but no proposal, bid, or tender team in any country will have an all-or-never mentality. Just as there are teams in the States that prefer cleaner visual lines, there are teams in the UK that want loads of photo-collages and fancy effects.

Fortunately, the first and most important lesson about preparing your response is still the same on both sides of the Atlantic: You must remember your customer and reflect them in the words, graphics, page layout, and in every nook and cranny of your documents or presentations. You must follow whatever directions or instructions they have provided you and, of course, you must submit on time.

A good writer, manager, graphic designer, or any other proposal professional could easily, if given a style sample to mimic, do at the very least a good job prepping a submission in Swindon as easily as in Schenectady. To do a great job, you need to really learn about your team and their customer. Without a lot of practice and/or being completely immersed in the culture of the UK or any other country, small cultural differences will appear in your visual and written style that may be incongruent with the local 'flair' and cost you the win. (continued)

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Right now.
There's no tomorrow.
Right now.

Gotta do it right, here and now.

Right now I am sitting on a plane, a place I find myself far too frequently. I am heading back to the US from our second successful paying project in Australia and the first one that I delivered in person. In one computer-window I am reading a thoughtful note from my new UK-based insurance salesman explaining the equivalent of Workers Compensation insurance to cover the two new designers based in Liverpool I have just hired for our UK office, and in another window I am reviewing our sales figures for the US operation last week.

I am compiling a list of all the people I have to talk to about my recent Australia trip in a third window. I must meet with my business partners to discuss our continuing "Down Under" sales strategy, call my contact with the Australian State of Victoria government to thank her for the good luck platypus pin (the state animal) that indeed was good luck, and I need to file my expense reports with my finance folks who rightfully believe I am a loose-cannon with no respect for rogue international calling on my iPhone and properly submitting receipts.

I am a lot farther along in my understanding of international business than I was five years ago. My list for doing business in Australia now no longer contains things like "well, Sydney is nice" and "I like the food in Melbourne," but instead focuses on the numerical value, inasmuch as that can be calculated, of maintaining this opportunity and the feasibility of its continued success. My crystal ball stopped working several months back, so I resort to taming Excel and staring between the lines hoping to catch a glimpse of "you are going in the right direction" in glowing text under the columns of numbers that never seem to add up right.

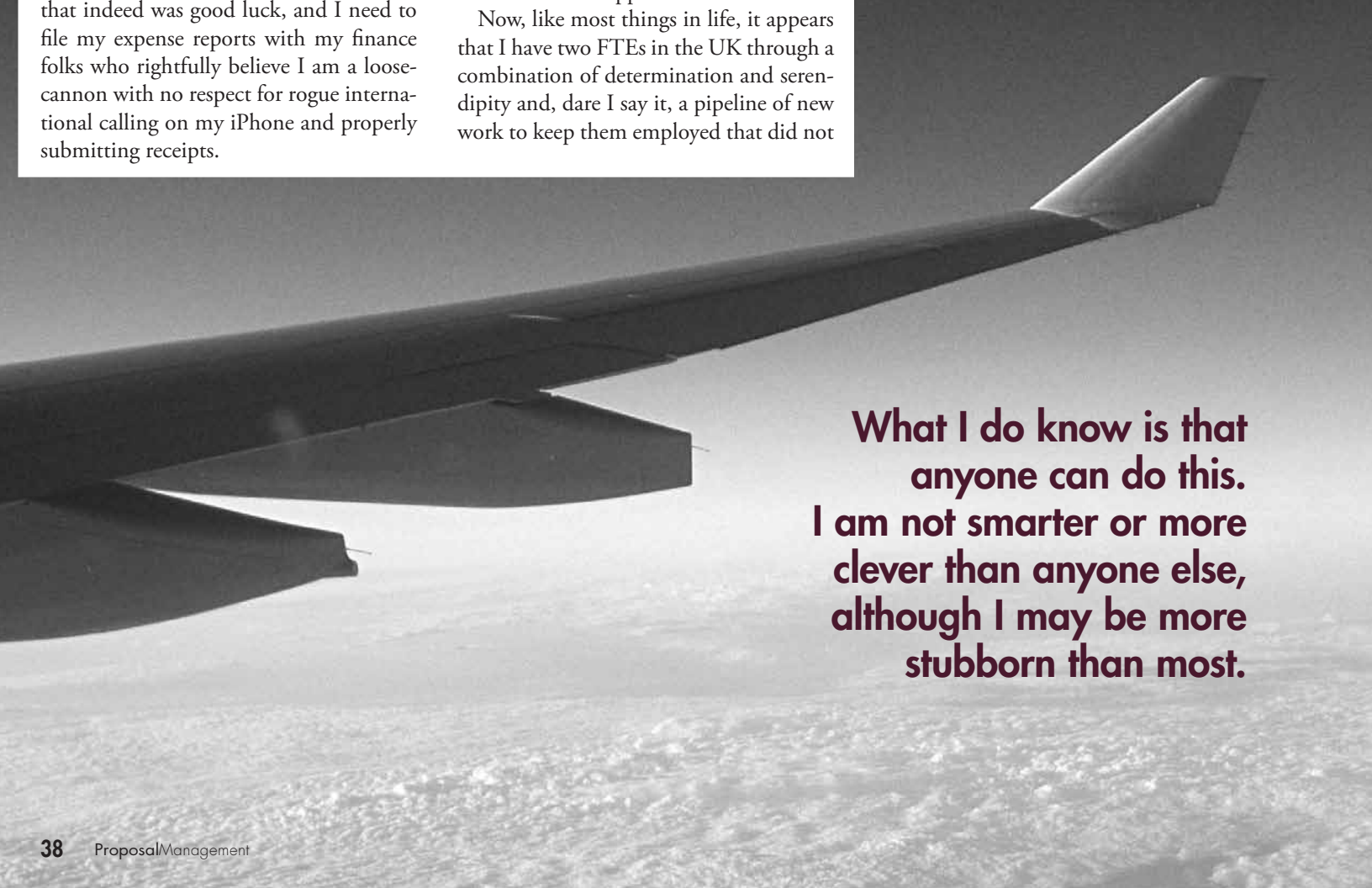
I do know that I tentatively consider the UK operation a success. I made myself a promise in 2008 that by 2012 I would have someone, ideally 1.5 to 2 full-time equivalents (FTEs) worth of someone's time, on the ground in the UK. I had always presumed this would be me (I am still working on the cloning part to make up the spare bits of FTE) and that if I had to sell my house and a kidney to do it, I would make it happen.

Now, like most things in life, it appears that I have two FTEs in the UK through a combination of determination and serendipity and, dare I say it, a pipeline of new work to keep them employed that did not

involve plunging myself into debt or selling organs. I also have clients and a tiny bit of market penetration in South Africa and the Netherlands, and a growing (I am going to stop short of saying "thriving" so that I do not jinx it) business in Australia, one that is starting to take up real time and brain space that I did not expect to be parting with.

What do all these countries have in common? English is the standard language of business around the world and, through television, movies, and the Internet, people around the world have a sense, if not a complete grasp of American culture. I have also personally been to all of these countries, but the real difference and the real reason why I have been successful in any of these places is because the APMP was there first. Pioneering men and women built a structure, gathered the listless, wondering tribes of proposal professionals, and linked them together.

The value of having a global association extends beyond personal business interests to having safe space to share ideas and to



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feel like you are not alone. I spoke at the first South African one-day conference in Johannesburg in 2010. Everyone was very kind and attentive to the speakers, and I am sure everyone learned something that day. The biggest discussion point during breaks and over meals was not a revolutionary way to improve their bids but that they had found each other—that there were other people locally and internationally that understood their individual issues and concerns. That feeling of community is the strongest and the best reason to be involved with the APMP. I saw this same sentiment echoed in Perth, Australia in March 2011 at the largest gathering of bid and proposal professionals ever, certainly in Perth and probably in Australia. It was not an APMP event but could have been with several of the Australia/New Zealand chapter leadership in attendance.

Nothing I have done has been revolutionary, and arguably some of the things I have done are really, really dumb. Maybe I should have taken out a loan to not worry about the costs as much. Maybe if I had moved to the UK full time I would have been more successful faster. Maybe we should have licensed our intellectual property and franchised rather than attempting to start an office. Maybe I should not have started in the UK at all—maybe it was the wrong country for a first try. Maybe this entire international business thing just took me away from business in the States and we could have grown more, faster, and with greater focus. I do not know the answers to any of these questions and I doubt I ever will.

What I do know is that anyone can do this. I am not smarter or more clever than anyone else, although I may be more

stubborn than most. The only business experience I have are my own mistakes and those my business partners made before I joined them—and even some of those I have insisted on re-learning personally. There are numerous free or inexpensive resources available to help you start a branch of your company overseas or to start a completely new endeavor, and the Internet is the best place to look first. Start believing that if you truly want to try, you could actually succeed.

I have been, and I hope will continue to be, successful in my international business endeavors for two reasons: I had no idea what I was getting into, and someone else had blazed the trail—I only had to follow the light and believe that it was possible.



Colleen Jolly presents to APMP members and proposal professionals in Johannesburg, South Africa

Author Bio

Colleen Jolly, PPF.APMP, a 12 year proposal veteran, manages a professional visual communications company twice listed on the Inc. 5,000 list of fastest growing US-based companies—24 Hour Company—with offices in the US and UK. Colleen is very active in the APMP as Secretary for the International APMP and the NCA chapter. She was named an APMP Fellow in 2010, is layout Editor for the APMP *Journal*, and regularly contributes articles. She is a frequent worldwide speaker on creative and general business topics, and has spoken at most APMP events around the world. She holds a BA from Georgetown University and is an award-winning artist and businesswoman—most recently featured in *Northern Virginia* magazine's "Top 10 Entrepreneurs Under 30." She is active in leadership roles in arts and women's non-profit organizations and has been published five times in a women's entrepreneurial calendar.