

ENTREPRENEURIAL MASTERS PROGRAM APPLICATION PACKET

**Endicott House
80 Haven Street
Dedham, Massachusetts 02026
USA**

IN THIS APPLICATION PACKET, you will find detailed information on the Entrepreneurial Masters Program (EMP). There are two sections. Part I outlines the format of the program, the selection process, the cost, and most importantly, the acceptance and cancellation policies. Part II contains the application instructions and the application data form.

BEFORE you begin the EMP application process please read the application instructions in Part II carefully. In order for your application to be considered, you must submit 1) a completed data form (parts A-D); 2) the non-refundable application deposit of US\$2000 (credit card or check; wires cannot be accepted); and 3) a personal statement totaling no more than two (2) pages. Applications missing any of these items are incomplete and will not be considered.

IF YOU HAVE QUESTIONS about the EMP that are not addressed herein, please visit the following pages:

- EMP Website: <http://events.eonetwork.org/emp>
- Application Process - <http://events.eonetwork.org/emp/application-process/>
- Frequently Asked Questions - <http://events.eonetwork.org/emp/frequently-asked-questions/>

You can also reach out to EO's Senior Director of Global Learning, Leslie Baum, at lbaum@eonetwork.org or dial +1.703.519.6700 and ask for extension 147.

The deadline to apply is Monday, 3 February 2014 by 11:59 p.m. GMT. Late applications will not be considered and no exceptions will be made.

Part I: PROGRAM INFORMATION

THE ENTREPRENEURIAL MASTERS PROGRAM (EMP) brings together 65 entrepreneurs, each a founder, co-founder or controlling shareholder who leads a company that grosses at least US\$1 million. Classes meet at the Endicott House Conference Center, a beautiful estate built in 1934 and housed on 25 acres of wooded forests and surrounded by magnificent gardens. Conveniently located about 30 minutes outside Boston, Massachusetts, USA, the Endicott House is the perfect backdrop for you and your peers to learn, network, experience-share and grow to new entrepreneurial heights.

Every year, we receive thousands of inquiries and hundreds of applications from interested candidates. From these qualified applicants, we choose the best and brightest growth-minded entrepreneurs. This unique executive education program was designed for three specific reasons:

- To identify and bring together the next generation of entrepreneurial giants
- To provide an intense blend of practice and theory that is necessary to excel in this decade and to do so in a format that accommodates busy schedule
- To offer this high-quality program at a price that is less than half the cost of comparable programs

The focus will be on business, strategy and leadership. The sessions will be rigorous. In short, we will bring you the best, at a time when you need it, in a way that fits both your schedule and your budget.

The competition will be tough; to be a part of this amazing opportunity, your commitment must be unwavering.

THE PROGRAM

The purpose of the EMP is to provide you with the tools needed to take your business to the next level. Packed into four high-impact days per year over three years (12 days in all), the program is scheduled to minimize the disruption of your business activities. Each year focuses on one high-level theme:

Year 1: Establishing Your Foundation

Year 2: Executing Your Plan

Year 3: Accelerating Your Growth

These themes directly relate to the six fundamental areas of business:

1. **Management and Human Resources**
2. **Finance**
3. **Operations**
4. **Marketing and Sales**
5. **Strategy**
6. **Leadership**

“As someone committed to the essential core value, ‘Thirst for Learning,’ I feel lucky to be a part of the Entrepreneurial Masters Program. The focus, structure and setting are incomparable to anything I have ever experienced. The program truly helped me evolve to the next level of entrepreneurship.”

*Govindh Jayaraman, EO Ottawa
Class of 2015*

THE FORMAT

The EMP's instructional methods focus on real-world business models and challenges in order to bring about valuable peer-to-peer interaction and problem solving. The participants of the program benefit from connections to experts (academic scholars, speakers, successful business owners and CEOs, authors and other executive-level resources) and interaction with their peers. Several teaching methods are employed:

- Lecture/presentation
- Large group discussion
- Small group breakouts
- One-on-one/small team workshops
- Fireside chat

You arrive Wednesday evening to check in, attend dinner and meet your classmates. As you can see below, the rigorous schedule begins right away.

Typical Wednesday schedule:

5-7 p.m. Registration, Cocktails and Dinner
7-10 p.m. Opening Session: Class Introductions

Typical Thursday-Saturday schedule:

8 a.m. Breakfast
9 a.m. Session 1
12 p.m. Lunch
1 p.m. Session 2
4 p.m. Session 3
4:30 p.m. Session 4
6:30 p.m. Dinner
8 p.m. Session 5 on Thursday; evening activities on Friday and Saturday



THE FACULTY

The faculty consists of experts, leaders and speakers from around the world, combined with the best in entrepreneurial talent and experience from the business world. Past faculty members have included:

Verne Harnish, CEO of Gazelles, Inc., and widely recognized as “the growth guy,” he is also the creator of the EMP.

George Naddaff, founder and former chairman and CEO of Boston Chicken (now called Boston Market). George is a serial entrepreneur and recognized visionary, and is considered by many to be the Guru of Franchising in America.

Jack Stack, President and CEO of SRC Holdings Corporation and author of the book, “The Great Game of Business,” which focuses on an open-book management program. It received the National Business Ethics Award and the Business Enterprise Trust Award.

Andrew Sherman, partner at Jones Day and general counsel to the Entrepreneurs Organization. Andrew focuses his practice on issues affecting business growth for companies at all stages, including developing strategies to leverage intellectual property; international corporate transactions; and an array of financial matters.

THE COST

The registration fee for the EMP Class of 2016 is **US\$4000** for EO members and **US\$4400** for non-members. All applicants are also required to submit a **US\$2000** deposit with their application, which is payable by credit card or check (wire transfers cannot be accepted), making the total Year 1 cost for accepted applicants US\$6000 (EO member) or US\$6400 (non-member).

If you are accepted into the program – regardless of whether you are able to attend or not – the **US\$2000 deposit is non-refundable**. If you are not accepted into the program, the US\$2000 deposit will not be processed and your payment information will be securely destroyed.

The registration fee includes: accommodations for four (4) nights, meals, books, other course resources and shuttle bus service to/from meeting/social venues. Expenses not covered by the registration fee include, but are not limited to: air transportation, pre- and post-event ground transportation, gratuities, alcoholic beverages, in-room dining, internet (Sheraton Hotel only), food/beverages purchased at the Saturday night activity and miscellaneous personal incidentals.

ACCEPTANCE, REGISTRATION AND PAYMENT

On average, the EMP receives about 130 applications each year. With only 65 spaces in each class, at least 50% of applicants are not accepted into the program. Because of this, a good amount of consideration is placed on your level of commitment to the program.

If you are accepted into the program, you will receive:

1. An acceptance letter containing details for the Year 1 meeting;
2. A URL link taking you to the EMP registration and payment page on EOaccess.

EO requires you to register and pay in full for the Year 1 meeting within 10 business days of receiving the acceptance letter. Payment by credit card, check or wire transfer is accepted, and must be received and approved within this time frame to confirm your place in the class. If you do not register within 10 days of being accepted or your form of payment is not approved within this time frame (i.e. your credit card is declined or wire transfer not received), your place in the class may be given to someone on the waitlist.

Although accepted attendees pay the registration fee annually (vs. 100% up front), and there is no contractual agreement, you are expected to return to the program each year, more committed than the previous year.

Below is a breakdown of the payment schedule for accepted applicants:

	EO Member	Non-Member
Year 1	\$4000 registration fee + \$2000 deposit (due with application) US\$6000 due	\$4400 registration fee + \$2000 deposit (due with application) US\$6400 due
Year 2	Registration fee US\$4000 - \$1000 of the \$2000 deposit is applied US\$3000 due	Registration fee US\$4400 - \$1000 of the \$2000 deposit applied US\$3400 due
Year 3	Registration fee US\$4000 - remaining \$1000 of the \$2000 deposit is applied US\$3000 due	Registration fee US\$4400 - remaining \$1000 of the \$2000 deposit is applied US\$3400 due

CANCELLATION

We want to see all participants graduate from the program with the class into which they were originally accepted.

Year 1

If you are accepted into the EMP and cannot attend the Year 1 meeting, you are no longer eligible to continue with the program. **You must re-apply and be accepted to the EMP** once again in order to participate in a future class. The US\$2000 deposit submitted with the application is non-refundable for all accepted applicants.

If you are accepted into the program and register/pay, but later find you cannot attend, the following cancellation/refund schedule will apply:

Date Cancelled	Non-Refundable Fee	Refund
On or before 25 March 2014	US\$2000	Balance, less the US\$2000 deposit
On or after 26 March 2014	100 percent of the registration fee	No refund

- The US\$2000 deposit submitted with the application is non-refundable for all accepted applicants.
- No discount will be given to any attendee attending only a portion of the event.
- All cancellations must be communicated in writing and are processed according to the date they are received at EO Global.
- All refunds at the time of the cancellation will be based upon the above policy.
- Payments that are not eligible for a refund are not transferable to other EO events or programs.
- If an attendee fails to attend the program, it is considered a cancellation and no refund will be administered.
- Exceptions to the cancellation policy are only granted in the case of a death in the immediate family (spouse or partner, children, parents, siblings) or for an emergency medical situation involving the attendee, spouse or partner, or legal dependent. The attendee must provide written documentation from a doctor certifying that the attendee has a medical emergency that bars travel. All exceptions are subject to review by the Global Events Subcommittee and will have to be approved prior to the release of refunds less the US\$2000 non-refundable deposit per person. No exceptions will be made for other personal or business reasons. All written documentation and supporting documents must be received no later than one (1) week after the EMP session referenced to be considered for refund.
- EO is not responsible for fees and/or charges paid by event attendees to hotels, airlines or any other third party.
- EO will compile a waitlist of pre-screened applicants. If a registrant cancels, EO will contact the next person on the list. If EO is able to confirm a replacement attendee, the cancelling attendee will receive a refund of his/her registration fee, less a US\$100 transaction fee. The replacement attendee must pay the US\$2,000 application deposit upon accepting the invitation to attend the EMP, in addition to the program registration fee.
- EO strongly recommends the purchase of travel insurance whenever signing up for an EO event as cancellation policies and penalties are strictly enforced. Travel Insurance in many cases may cover unforeseen or uncontrollable situations that might affect your ability to attend an event. To obtain travel insurance, please contact your travel agent or visit www.insuremytrip.com and click on "quotes." You should get quotes from up to eight travel insurance products. Please note that EO does not endorse any travel insurance products.

Year 2 and Year 3

For returning EMP attendees, EO requires full registration fee payment **90 calendar days prior to the class's start date**. Payment (credit card, check or wire transfer) must be received and approved within this time frame in order to confirm your place in the class.

If you must cancel your attendance at your respective session (Years 2 or 3), we will make every effort to defer your participation until the next year. This option is on a space-available basis, and must be approved by EO and the class facilitator. Absolutely no guarantees will be made.

If you register/pay for Year 2 or Year 3, but cannot attend, the cancellation/refund schedule below will apply:

Date Cancelled	Non-Refundable Fee	Refund
Day 60 or earlier from the event start date	US\$2000	Balance, less the US\$2000 non-refundable deposit
Day 61 or later from the event start date	100 percent of the registration fee	No refund

- The US\$2000 deposit submitted with the application is non-refundable for all accepted applicants.
- No discount will be given to any attendee attending only a portion of the event.
- All cancellations must be communicated in writing and are processed according to the date they are received at EO Global.
- All refunds at the time of the cancellation will be based upon the above policy.
- Payments that are not eligible for a refund are not transferable to other EMP classes or other EO events or programs.
- If an attendee fails to attend the program, it is considered a cancellation and no refund will be administered.
- Exceptions to the cancellation policy are only granted in the case of a death in the immediate family (spouse or partner, children, parents, siblings) or for an emergency medical situation involving the attendee, spouse or partner, or legal dependent. The attendee must provide written documentation from a doctor certifying that the attendee has a medical emergency that bars travel. All exceptions are subject to review by the Global Events Subcommittee and will have to be approved prior to the release of refunds less the US\$2000 non-refundable deposit per person. No exceptions will be made for other personal or business reasons. All written documentation and supporting documents must be received no later than one (1) week after the EMP session referenced to be considered for refund.
- EO is not responsible for fees and/or charges paid by event attendees to hotels, airlines or any other third party.
- EO strongly recommends the purchase of travel insurance whenever signing up for an EO event as cancellation policies and penalties are strictly enforced. Travel Insurance in many cases may cover unforeseen or uncontrollable situations that might affect your ability to attend an event. To obtain travel insurance, please contact your travel agent or visit www.insuremytrip.com and click on "quotes." You should get quotes from up to eight travel insurance products. Please note that EO does not endorse any travel insurance products.

If you have additional questions about the cost, acceptance, registration, payment or cancellation policies, please visit the Payment/Cancellation page on the EMP website at <http://events.eonetnetwork.org/emp/paymentcancellation> or email Leslie Baum at lbaum@eonetnetwork.org.

Part II: INSTRUCTIONS and APPLICATION

APPLICATION INSTRUCTIONS AND CHECKLIST

We have to narrow the field of applicants to 65. The competition will be tough; it starts with you. To apply, please complete and submit each of the following items:

- A completed **data form** (parts A-D)
- A **deposit of US\$2000** (part D) payable by
 - Credit card - Visa, MasterCard or American Express; or
 - Check - make checks out to "Entrepreneurs' Organization." **A copy of the check is not acceptable** – the physical check must be received in-hand in order for your application to be complete. If you are not accepted to the program, your check will be securely destroyed.
 - Remember, the deposit is non-refundable for accepted applicants.
 - Wire transfers cannot be accepted for the application deposit.
- A **personal statement**. Please submit **NO MORE** than 2-pages describing yourself, your firm and your goals/vision for your company. The personal statement can be submitted using Microsoft Word, PowerPoint or can be the text in an email ... whatever method works for you, but it must be received in order for your application to be considered complete.

The description should address who you are as an entrepreneur, how your experiences shaped you, your company and your life. Here are some things to consider as you prepare your statement (these are just suggestions; it is not required you answer each of these questions):

- What are your aspirations for your company? For your personal life?
- What currently demands your attention in your business?
- Where do you see your company going in the next three years?
- What is unique about you, your company or your entrepreneurial journey? How can others benefit from hearing your story?

Your completed application must be received no later than **Monday, 3 February 2014 by 11:59 p.m. GMT**. Incomplete or late applications will not be considered and no exceptions will be made.

The announcement of the 65 most-qualified candidates – those who will matriculate at the Endicott House in 2014 – will be made via email by the end of business (5 p.m. EST) on **Friday, 28 February 2014**. At that time, all applicants will be notified of their application status.

Please send your completed application to Leslie Baum, Senior Director of Learning, lbaum@eonetwork.org.

Questions? Not sure what to write in your statement? Wondering if you qualify? Have a scheduling concern? Send a note to Leslie Baum at lbaum@eonetwork.org or call EO Global at +1.703.519.6700 and ask for extension 147.

Good luck!

ENTREPRENEURIAL MASTERS PROGRAM APPLICATION

**PLEASE TYPE OR PRINT LEGIBLY*

A. CONTACT INFORMATION	
YOUR FULL NAME: (Include Mr., Mrs., Miss...)	
YOUR COMPANY NAME:	
STREET ADDRESS: (This address will be used for all EMP correspondence and deliveries. Please include suite or floor numbers if applicable. PO Boxes cannot be accepted.)	
CITY, STATE/PROVINCE:	
ZIP/POSTAL CODE:	
COUNTRY:	
TELEPHONE: (Please include your country code.)	
EMAIL:	
B. MEMBERSHIP INFORMATION	
1. Are you a member of the Entrepreneurs' Organization? <input type="checkbox"/> YES <input type="checkbox"/> NO	
1a. If yes, please list your chapter and past/current chapter and/or Global board positions:	
Chapter Name: _____	
Board roles: _____	
2. Have you previously applied to the EMP? <input type="checkbox"/> YES <input type="checkbox"/> NO	
2a. If yes, in what year? _____	
3. How did you hear about the EMP ? If you heard about the program from another EO or EMP member, please tell us who we can thank for referring you.	
4. Level of education completed:	
<input type="checkbox"/> High School/College Prep <input type="checkbox"/> Undergraduate (4-year) Degree <input type="checkbox"/> Associate (2-year) Degree <input type="checkbox"/> Graduate/Doctoral Degree <input type="checkbox"/> Other _____	
C. COMPANY INFORMATION	
1. What is your industry?	
2. What is your role?	
<input type="checkbox"/> Founder <input type="checkbox"/> Co-founder <input type="checkbox"/> Controlling Shareholder <input type="checkbox"/> Other (please specify) _____	
3. What percentage of the company do you own?	
4. What year was the company founded?	
5. How many full-time employees do you have?	
6. List your 2013 gross revenue (USD\$):	
7. List your 2012 gross revenue (USD\$):	
8. Describe your business, product or service: (Please keep this description brief.)	
9. What is your current stage of funding?	
<input type="checkbox"/> Self funded <input type="checkbox"/> Private equity/banks <input type="checkbox"/> Outside investors	

D. PAYMENT INFORMATION

1. MAKE SURE YOUR APPLICATION IS COMPLETE:

Place a tick mark in each box to be sure you are submitting all parts of the application. Applications **must** include the following to be considered complete:

- Completed application form** (parts A-D);
- Personal Statement** – please include/attach a separate document for this part of your application.
- US\$2000 application deposit** – complete payment information must be included with/on this form. Wire transfers cannot be accepted.

2. DEPOSIT PAYMENT METHOD:

- Check Enclosed** (a copy of the check is not acceptable)
- Credit Card**

16-DIGIT CREDIT CARD NUMBER (American Express, Visa, and MasterCard):

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EXPIRATION DATE:

***NOTE:** Your credit card's expiration date must be valid through March 2014. The deposit for accepted applicants will be charged in/around this timeframe.

MONTH				YEAR			
		2	0				

NAME AS IT APPEARS ON THE CARD:

First:	Middle:	Last:
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3. SUBMIT YOUR APPLICATION:

Via email (for credit cards only):

Leslie Baum, lbaum@eonetwork.org

Via postal service/FedEx/UPS/DHL (for checks only):

Entrepreneurs' Organization

ATTN: Leslie Baum

500 Montgomery Street

Suite 700

Alexandria, Virginia 22314 USA

*You may use the pages below or submit a separate attachment for your 2-page personal statement.

Applicant Name: _____

EO Entrepreneurial Masters
PROGRAM

Entrepreneurs' Organization Executive Education

T | 1.703.519.6700
F | 1.703.519.1864
W | www.eonetwork.org

Applicant Name: _____