

Where Carmel Business Comes First

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Do all boats rise in the same harbor?

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Do all boats rise in the same harbor?

Local businesses in troubled shopping center hope Ollie's Bargain Outlet is the life preserver they've been looking for

By Pete Smith

When Ollie's Bargain Outlet opens its doors Oct. 2 in Meridian Village Plaza, many of the neighboring businesses are hoping for a boost.

The shopping center just west of the intersection of U.S. 31 and 136th Street has struggled since Joe O'Malias Food Market closed its doors in 2010. The majority of the businesses is locally owned, but without a major anchor retailer they have struggled to lure new customers on their own.

"The best anchor that a developer can find for a shopping center is a grocery store," said Mark Perlstein, owner of Sitehawk Retail Real Estate, at Keystone at the Crossing, citing the large number of daily shoppers that grocery stores draw.

Despite the conventional wisdom, the operators of Godby Home Furnishings, Carmel Consignment and 3Ds' Pub and Café all said they believe Ollie's is the perfect store to lure new customers to the shopping center.



Santora

John Santora, Ollie's store operating coordinator, describes the business as a retailer specializing in "real brands at real bargains." Shoppers can expect to find a wide variety of brand-name products for sale at prices 50 to 70 percent lower than typical retail.

Small-business owners and consumers alike will scramble to grab \$5 bottles of Tide, \$4 hardcover books or \$2 boxes of cereal. Unlike other discount retailers, Ollie's doesn't require bulk purchases to receive a discount; all its products can be purchased one at a time.

"Every time you visit Ollie's you're going to have a different buying experience," Santora said.

That's because the store never carries the same products from week to week. It purchases severely discounted brand name items through store buyouts, liquidators, bankruptcies and manufacturing overruns.

Santora said the approach keeps the store fresh, but warns customers, "When it's gone, it's gone."

No fear of road construction

The Ollie's in Meridian Village Plaza will be the first store in Indiana and will be supplied from a distribution center in York, Pa. Santora said other stores are planned for Anderson, Fort Wayne and Kokomo.

"We bring a lot of traffic to the plazas we locate in," said Santora, citing Meridian Village's central location and highway access as the main consideration when choosing the location.

The opening comes none too soon for neighbors who are concerned about how the construction of a roundabout to the south of the plaza will affect traffic. Santora said he's not fazed by the construction.

"When people want to find a good deal, they are going to find a good deal," he said. "That's why we're here, to give them



Ollie's will open Oct. 2 at Meridian Village Plaza in Carmel. Staff photo

a good deal."

But Perlstein sees reason for caution. He said the criteria for a new retailer to be successful are access, parking and visibility.

"Meridian Village has always been a difficult location because of access," he said, citing the access road, Rohrer Road, customers must use to enter the plaza.

Perlstein said the most common factors in a retailer's failure at a specific site are a lack of room to expand and a lack of knowledge about what is planned in the future for the surrounding neighborhood and roadways. Especially considering the length of time forecast by INDOT to make improvements to U.S. 31.

"That center needs anything it can to generate traffic," he said.

Carmel is the real harbor

The life boat for the plaza and Ollie's might be that they're both riding a seemingly unstoppable wave - Carmel itself.

"Carmel is going to continue to thrive," Perlstein said.

He cited the value of surrounding businesses, a strong day-time population, affluent buyers, a strong local economy, good roads, the presence of a lot of young families and building density as reasons for Carmel's continued growth.

To capitalize on those factors, businesses need to listen to consumers who demonstrate that convenience is crucial. The average shopper will spend about 20 minutes on a shopping excursion - that's as opposed to an average of an hour that shopping time took up about 20 years ago, Perlstein said.

If Ollie's and Meridian Village Plaza can survive the U.S. 31 construction headache, they'll likely be in a position of strength because of convenient highway access in a saturated Carmel market where commercial space with good visibility is increasingly hard to find.

"We're excited about expanding into Indiana," Santora said, "and Carmel is a nice location for us."

The idea of progress

All business rises and falls on the crucible of progress. As humanity moves forward, the old will fade away to make room for innovation and ingenuity. Our economy is living in a state of constant evolution and change.



Chris "The Brain"
Growth

This is why the "rules of success" are so hard to pin down. What makes one business successful will not work for another. What worked for you once may not work anymore. Progress does not show favoritism for anything but itself.

There is only one way to benefit from progress; to understand and embrace it. Most people don't grasp how they can have a role or part in the natural course of progress. Let's look as some key principles you can adopt to better understand where the world is and where it is going.

Pessimism is blind to progress

The human mind has one skill which surpasses just about any other; finding problems. We can find problems easily and we are all experts in what is wrong with our organizations, our country or "those people."

Many of the most intelligent people in the world descend into cynicism and pessimism as they add up all the problems of the world around them into a massive case for the inevitable end of everything. Those who turn their pessimism into problem solving lead the world in business and in progress.

Those who keep an open mind to change but are dedicated to solving and understanding the problems around them are the people who rise to the top.

You can't change the world

There is little more arrogant than thinking you know how the world should be. Most people who think the world is getting worse or going to hell in a hand basket are people who simply think the world isn't going where they think it should.

None of us know the end of this story. If you want to be able to understand where we are, where we are going and how your business can be a part of it, you will have to show a little empirical humility.

Progress is something that has to be searched out and discovered. It is those little "ah ha!" moments of discovery which lead to the greatest breakthroughs in our world.

If you feel out of touch with where the world is going, then you need to get out, talk to new people and start learning from new sources.

Lastly, the world doesn't change at your pace. Understanding where your market is at present is key to being relevant. Successful businesses are not at the forefront or cutting edge of progress. They are right alongside their market helping them take the next small step forward.

Change happens in waves

Again, we are good at finding problems, but we are also resistant to change. Things have to get pretty bad before we take action.

Topics and issues which rise to the top of our daily discussions are evidence of impending change, not impending doom.

Yes, Wall Street is becoming less and less relevant to the productive economy.

Yes, the current representation in Washington is useless. But mark my words, these are not signs of the end of government or the economy, they are heralds of change.

Learn more about Chris "The Brain" at christhebrain.com



Pardon the interruption, my dear colleague

This caught our attention. Which proves more intrusive to the average businessperson's productivity on a day-to-day basis? Is it e-mail? Texts? Twitter alerts? Facebook alerts? Phone calls? If you answered one or more of the aforementioned, you're incorrect. The most-prevalent interruption to our momentum these days, states the journal, Organizational Studies, is our co-workers.

There once was a time we all worked in private offices or high-walled cubicles. Then, American workplace experts told us all to tear down the walls. "You bosses, get out there and roll up your sleeves with your employees. Sit in the middle of it all so you can get in touch," they would say. And so office doors were removed in many locales, cubicle walls came down, desks were put face-to-face (and, likewise, their occupants) and it became like the "good, ol' days" – and we mean the really good ol' days ... like the ones you see in the black-and-white, late-night movies.

It all was supposed to be about socializing the workplace, and, to some extent, it did just that. I guarantee you that each time one of us shouts next door to the other that the latter's concentration is broken. (Neither of us has a door.) Is it right? We're not sure. Is it life in our office? It sure as heck is.

Downstairs in our newsroom and sales department, we're fairly confident that the camaraderie that exists today wouldn't quite be as solid were there walls and doors all over

the place. The departments mesh nicely, and we're comfortable stating that such would not be the case were everyone "cubed up." Too, it has to help to have the "genius bosses"

upstairs and out of the way. Still, we don't simply hide on the "executive level" of our world headquarters. We make multiple trips to the first floor not only to see what's going on – we're in the news business, after all – but also to interact with the folks down there. And therein lies the rub. We show up to interact, and many times we're derailing concentration. The latter is not intended, but it is a consequence of our visits, on occasion.

The flip side of the so-called interruption coin (which doesn't really exist) is that many folks choose to delay response to

calls, e-mails, tweets and posts. To leave a reader or advertising partner hanging just isn't acceptable, and that leads us to one of our cardinal rules, which Organizational Studies perhaps doesn't consider. We require response not later than 24 hours of receipt of any communication, weekend excepted. Why? It's just plain rude/ignorant/selfish to let a return call, e-mail, text, tweet or post "slide." Someone reaches out for a reason; reach right back as soon as you can. Just don't barge through a door or knock over a cubicle wall in doing so.

What works in your work environment? Help us help you tell your fellow readers. Write info@youarecurrent.com



Brian Kelly & Steve Greenberg
From the Backshop

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Growth at Indy Executive Airport will benefit local businesses

By Katy Frantz

The owners of Montgomery Aviation, Dan and Andi Montgomery, foresee future development at Indianapolis Executive Airport and the surrounding communities. The airport is the second largest in the region.

The Montgomeries work as a team to grow their business.

"Dan is the dreamer, I am to make it work," Andi said. "He is the heart; it is his vision that propels this airport. I am the one who tries to figure out how to pay for it, or what we need to do, or what the steps are to go through with it."

Since Hamilton County purchased the old Terry airport in 2003, it has seen a significant amount of growth as airport operator Montgomery Aviation poured in resources. The 600-acre plot is south of ind. 32 and just west of the Hamilton County line.

Legislation passed this year will support aviation in Indiana and help grow the airport and businesses in Hamilton County.

With the development of new businesses along the U.S. 31 corridor, Indy Executive Airport has seen an increase in transient traffic as professionals fly in for a day or two of business.

The Montgomeries said they also expect to see an increase in traffic once Westfield's Grand Park is completed and operating next spring. Sports teams and spectators will pass through the airport, and hotels and restaurants built nearby will be a resource for pilots and businessmen passing through the area.

"People need to realize that this (airport) is an economic factor for the community," Dan Montgomery said.

Eliminating taxes

The bill passed in Indiana's legislative session this year removed a gas tax, which will save aircraft owners approximately 40 cents per gallon and eliminate a 7 percent tax on aircraft parts and labor.

The elimination of the tax will make aviation maintenance and repair shops more competitive as well as influence pilots to buy fuel at the airport, Andi Montgomery said.

In the past when an airport in Ohio or Illinois could instantaneously knock 7 percent off its sale price - because it did not have a sales tax on certain parts - it was hard for Indiana air-



Andi and Dan Montgomery envision Indianapolis Executive Airport growing in the near future. Photo courtesy of Montgomery Aviation

ports to compete.

The same principle applies to fuel. Pilots would fly over Indiana to avoid the extra tax. Even Indiana-based pilots would buy fuel outside the state rather than purchase with the extra tax. With those taxes lifted, it creates room for growth in the airport as well as the county.

"Fuel is the most important driver in keeping an airport alive and sustainable," said Sean White, a marketing consultant at Montgomery Aviation. "That is a main source of revenue."

Brian Bosma, speaker of the Indiana House of Representatives and Senate Leader Brandt Hershman both played key roles in influencing the passage of the bill, which makes it easier for pilots and aircraft owners to operate their business in the state.

"I am pleased that we were able to address job growth in Indiana through innovative economic incentives, like the restructuring of 'avgas.' It is imperative that Indiana not be considered a state that people simply fly over but rather a state that attracts, retains and recruits new business," Speaker Bosma stated.

Growth engine for region

While Indianapolis Executive Airport expands to serve more corporate planes, it remains loyal to the small business owners and the broader community. Of the 100 airplanes it services, 70 percent are privately owned.

Since 2009 the airport has almost doubled its available plane parking space, and there are plans to extend the runway from 5,500 feet to 7,000 feet to allow for larger jets to land. The Montgomeries said they would like to add a crosswind runway.

The Montgomeries see a direct link between the growth of the airport and the community, and they try to connect the two as often as they can. Frequently Indianapolis Executive Airport will host roundtable events with local politicians, as well as open the door to any charitable organization that requests space for fundraisers or benefits.

"The airport doesn't succeed if there is not business to come to, and certainly the airport being here helps business come," White said. "They both benefit each other."

A study done by the Aviation Association of Indiana, Conexus, and INDOT in November showed that Indianapolis Executive Airport supports about 2,400 jobs annually and provides \$430 million in economic impact to the region.

The growth in local business is closely linked with the growth at the airport and the impact is mutual, the study concluded.

"By cutting the aviation fuel tax, Indiana is telling the nation that we are no longer a 'fly by' state, we are telling companies to land here - and stay here," Bosma stated.

CARMEL CHAMBER OF COMMERCE

All-county networking breakfast - Make a new contact every two minutes as you power network to connect and do business. Come prepared with a two-minute elevator speech and bring your business cards and brochures to distribute as you rotate from table to table. The breakfast is from 7:30 to 9 a.m. Oct. 3 at Conner Prairie Interactive History Park, 13400 Allisonville Rd. in Fishers. This event will be combined with the Fishers, Hamilton North, Noblesville, Sheridan and Westfield Chambers. Cost is \$10 for members and \$20 for guests.

Mayor's State of the City address - Mayor Jim Brainard will present his annual State of the City address. Arrive at 11 a.m. Oct. 9 to check in and network with other guests. Lunch and speech begin at noon at the Ritz Charles, 12156 N. Meridian St. in Carmel. Before and after lunch, stop by display tables of luncheon sponsors and the City of Carmel. Cost for corporate tables for eight is \$200 for members and \$250 for guests. Cost is \$20 for members and \$25 for guests.

Young Professionals - Plan to meet at 5 p.m. Oct. 17 Max & Erma's at 12195 N. Meridian St. in Carmel for informal networking. Connect with other young professionals, have a drink and check out Max & Erma's newly renovated patio and bar area while munching on delicious appetizers. This event is free (with a cash bar) for young professionals under 40.

Business After Hours - This casual social networking event will be from 5 to 6:30 p.m. Oct. 24 at The KitchenWright, 912 S. Range Line Rd. in Carmel. Macaroni Grill will provide food and drinks. This event is free for members and \$10 for guests.

CARMEL ROTARY CLUB

The Carmel Rotary Club has the following events planned for October. All of the events are at noon at the Oak Hill Mansion, 5801 E. 116th St., unless otherwise indicated. For more information contact Rotary President Ray Kramp at 809-0068.

Oct. 4 - Debbie Laird and Connie Sander of Janus Developmental Services will speak.

Oct. 11 - Joan Isaac of United Way of Central Indiana will talk about plans for a Hamilton County domestic violence shelter.

Oct. 18 - Vocational fair with information, exhibits and displays as members present their professional business or service companies and careers.

Oct. 25 - Jim McClelland, CEO of Goodwill Industries, will speak.

DISPATCHES

Wealth Advisory Group third quarter results - Lakeland Financial Corporation and Lake City Bank have announced that the Wealth Advisory Group has surpassed \$1 billion in total trust assets during the third quarter of 2013. Michael L. Kubacki, Chairman and Chief Executive Officer stated, "We are extremely pleased to have reached this milestone of total trust assets as it is an indication of the confidence that our clients have placed in us to effectively manage their investments." Lakeland Financial Corporation may be accessed on the home page of its subsidiary, Lake City Bank, at www.lakecitybank.com.

Case Design honored in remodeling magazine - Carmel based Case Design/Remodeling Indy was recently ranked 51st on Remodeling Magazine's 2013 Top 550 Full-Service Remodelers list. Each year the publication ranks the nation's largest home improvement companies, including home remodelers, replacement contractors, franchises and insurance restoration companies. CaseIndy was also ranked the largest full-service remodeler in Indiana. CaseIndy has captured several top awards for the best remodeling projects in the area by the Builders Association of Greater Indianapolis, and has been the recipient of several national Remodeling Design Awards. For more information, visit caseindy.com.



Austin Johnson works with Shea Rhoutsong at Midwest School of Voice. Submitted photo

Turning passion into a career

By Lana Bandy

What do you do at Midwest School of Voice?

I am the musical director and also a vocal and guitar coach. I work with students who play the guitar and like to sing. We have live performance showcases for our MVP students, so I coordinate the bands, write out the music and make sure everything is set in terms of the sound. We're also initiating an online music library for our students, and I manage that. It's a cloud-based program so students can practice at home – listen to tracks, view PDFs, etc.

How did you get started here?

I've played music all my life – the violin when I was five, the guitar when I was in high school. I studied music at DePauw University earned my master's degree at Indiana University. I'm in a couple of different groups and I also play and write myself. I played with Blair Clark, our founder, and he brought me on board. The school officially opened in the last couple of years. We started small and it has grown a lot in terms of the number of teachers and students. A lot more students are seeking to learn instruments as well as voice to become well-rounded musicians.

Who are your students?

There is the occasional 5- or 6-year-old guitar student, but most are teenagers. We have adult students as well, some who have never sung in their lives and just want to get better and others who are well established. I have a lot of students who want to be able to sing and play; who want to accompany themselves. Some students have wanted to always carry a tune and make sure what they're doing is proper form and others want to make it a career. I'm fortunate to have talented students, which makes my job fun and rewarding.

Can you help anyone sing better?

A lot of times, people who don't think they can sing just haven't been shown proper technique and how to go about it. At the beginning, we do a vocal evaluation and see where you are and what your goals are. Most of the time, something can be done to make you better.

What are your classes like?

Typically they are one-on-one, but if you have another person you like working with, we can also do groups. They're usually once a week private lessons.

Do you have performances?

Each semester we have showcases and public performances. We try to get out as much as possible, usually around the holidays. Students perform on their own, too. We're working with a group, 3union, now. They're three brothers we work with who are touring in Australia right now.

What do you like best about your job?

I love that each and every day is a little bit different. One of the most rewarding things is working with kids who are dedicated and creative. I like fostering their talent; that's rewarding and cool to see. We let our students cultivate their own sense of style; we don't force-feed them a particular song, so I'm always experiencing new music.

What is unique about Midwest School of Voice?

I think we get a lot of students who have had a hard time finding a particular place to express what they want to do – become an artist. There are not a lot of places where you can perform with a live band backing you. We do that here.

Do you or someone you know have an interesting job? Or is there an occupation you would like to know a little more about? Send your story ideas to lcbandy@yahoo.com and we might feature you in an upcoming issue of The Carmel Business Leader.

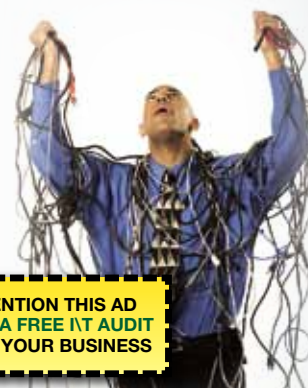
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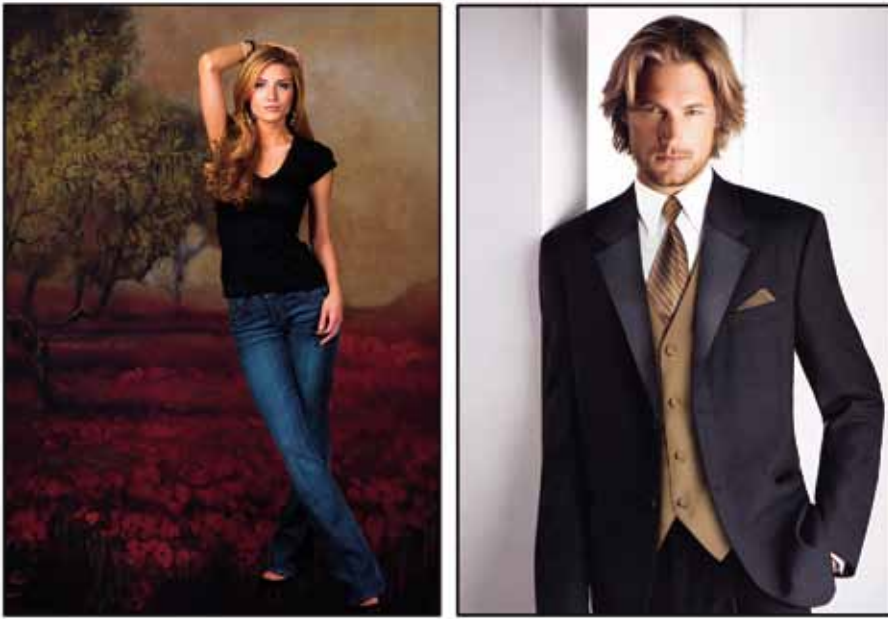
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Popeye's has recipe for store openings

By Pete Smith

In one of the most unlikely grand-opening success stories in recent memory, Popeye's Louisiana Kitchen opened the doors of its new Carmel Drive location on Sept. 9 to a throng of curious and hungry diners.

The parking lot quickly filled up, lines stayed long all week and a police officer even had to be stationed outside the restaurant for days to help direct the flood of traffic.

So how did an unfamiliar fast food chain attract such a response?

Franchise operator John Edmundson credits a rebranding campaign, an excellent location and the return of a product that people in the Indianapolis area had been missing since the previous franchises in the metropolitan area had failed about three years ago.

"The reception we've received has been incredible," Edmundson said. "Carmel Drive is a successful location with high visibility."

That visibility helped build anticipation as a largely finished store sat for more than a month on Carmel Drive before opening its doors. Perhaps so much that mouths began to water.

They didn't employ a sophisticated social media campaign either, said Edmundson. All it took was an "opening soon" sign left up for a month.

"I've never been associated with a brand that generates as much energy as Popeye's," Edmundson said. "It's like an addiction."

For people who had never tried Popeye's brand of cajun cooking, a rebranding effort may have made all the difference. Formerly known as Popeye's Chicken and Biscuits, a 2010 rebranding as Popeye's Louisiana Kitchen has spurred a renewed interest in the red-beans-and-rice specialists. Edmundson said they just decided to ditch the Popeye's cartoon mascot and focus on getting back to the restaurant's New Orleans roots. The move has paid off as franchises are reporting all-time record sales.

Edmundson said that Popeye's long term goal is to capitalize on the success and add up to 10 new restaurants in the Indianapolis metropolitan area in the coming years.

In other new business news, **J.Benzal**, a luxury men's designer boutique, opened its doors in Carmel City Center in mid-September.

"When I launched J.Benzal in 2008, I started with a few core beliefs. 1) Every man should have a well-tailored suit, 2) Fashion is a form of self-expression and 3) Details matter. You can never underestimate the power of a well-stitched lapel or a surprise hint of color on the interior lining of your suit jacket," said owner and designer Mamadou "Ben" Diallo.

A Butler University graduate and transplant to Indianapolis from New York, by way of West Africa, Diallo decided to open a men's suits and accessories boutique after noticing a void in the Indianapolis market. Diallo said he's excited to join the shops of Carmel City Center.

"Carmel City Center has a wonderful atmosphere. I love the combination of the arts culture



Popeye's General Manager Antonio Goodman is pleased with the restaurant's reception in Carmel. (Staff photo)

mixed with the vibrant shopping area," he said.

A new pediatric eyecare practice opened on Adams Road north of Carmel Drive. **Little Eyes** will serve children ages 6 months to 13 years old. Dr. Katherine Schuetz specializes in pediatrics, and she said she's pleased to offer Little Eyes as an office just for kids. Her goal is to make sure every child can see well to excel in school, sports and extracurricular activities. Call 420-2020 to make your child's next appointment at Little Eyes.

American Specialty Health announced it would establish its new corporate headquarters in Carmel and employ about 675 employees by 2016. The new headquarters will be at Hamilton Crossing III, 12800 N. Meridian St. The Indiana Economic Development Corporation offered ASH up to \$11.5 million in conditional tax credits and up to \$250,000 in training grants based on the company's job creation plans. The tax credits are performance-based, meaning until Hoosiers are hired, the company is not eligible to claim incentives.

Carmel City Center is pleased to announce its latest office tenant opening this winter, **Guardian Wells Financial**. Located at 722 S. Range Line Rd., Guardian Wells Financial provides retirement and financial planning solutions to protect hard earned retirement savings and create powerful income for life.

Flix Brewhouse announced plans to occupy the old Hobby Lobby space at Merchants Square. It is an innovative concept - the first movie theatre and restaurant to have a fully functioning microbrewery as well. It will feature wall-to-wall curved screen theaters with stadium-style dining rooms. The tables will be on a gliding system so that they can be pulled up to the seats and each seat will have its own server call button. There also will be a lobby bar and eatery for pre-show dining, open seven days a week. Flix Brewhouse plans to open in 2014.

Crust Pizzeria Napoletana opened at 12505 Old Meridian St. in the Providence Shoppes. It features indoor and outdoor dining, specializing in Naples-style pizza with dough and sauce made fresh daily. Crust's menu includes salads, sandwiches and calzones. Beer and wine also are available.

Pigs only find truffles when digging through dirt

Well, I guess you heard what the number one show is on TV? No, it is not *Mistresses*; no, it is not some dancing show – it is *Duck Dynasty*. You got it.

As the saying goes, who would have thunk it? Here we have a TV show based on a family with real values making some unusual tool – a duck caller – and millions of Americans tune in weekly.

What is the key to the success?

Simply put, the family that owns the business put themselves out there. They tell the community who they are and what they stand for. They believe whole-heartedly in the quality of their product. Yes, they are funny and engaging, but what about the other successful TV business reality shows that don't have

ZZ Top-like people as owners making up-lifting funny wise cracks all of the time? My mind goes to that show with that mean guy who goes into your restaurant that is on the rocks and tells you how lousy your food is. To top it off, he tells you that your service is lousy and your decor is despicable. Now, what kind of an uplift is that?

It's called Restaurant:Impossible. This guy, Robert Irvine, makes the food inspector look like a welcome friend. Irvine is basically just a professional mirror. He invites the base of customers into the restaurant and creates an artificially busy night of dining at the local bistro in question. He then goes around to the tables and asks patrons their opinions of the food, service and the like.

To say the least, they dine here in spite of the food. Then Irvine goes to the large 50 gallon plastic garbage can that most restaurants have in the kitchens. He watches the wait staff "slap" the plates on the side of the can, often discarding half of the meal or better, before taking them to the dishwasher. Now what is the most important part of this illustration? He is getting crucial information that any restaurant owner could get himself if he just opened up his eyes and ears.

No, he does not need to hire a professional restaurant menu specialist for thousands of dollars; he just needs to be completely aware. The part that I get a kick out of the most is the owner's commitment to his food recipes. They are in complete denial on this.

At this point, the host of the show has told him that customers had negative responses to the food; he has been forced to watch the food go into the 50 gallon can, as leftovers are not considered fit for a doggie bag. Yet he is still in disbelief!

He has the free service of a professional business coach that does this for a living, but the owner feels that all of his challenges are unique to his place, and the show host has

never encountered these things. You can see, "Gimme a break" written all over Irvine's face.

"I got those recipes from my Italian grandmother, and they have served this restaurant for years," the owner laments.

Whereby the host/counselor indicates that competition may have allowed for some historical success, but his particular restaurant is facing so much external competition now that his dear departed grandmothers' mundane sauce won't impress the dining market today in this community. Now, the owner understands the show host does this schtick many times a year and has success on his side. However, not until the ten thousand dollar interior make-over and the "reveal" does it start

to dawn on him: This man is real.

Then when he sees him in the kitchen practicing his craft, and he tastes a new sauce, is he kind of won over. Then once he hears him teach the kitchen and wait staff how to present the new menu and to "plate" the dinner up, is he fully committed to Irvine.

On introduction night, all of the community is treated to the new digs. As the restaurant is full, with a line in the lobby waiting for their reservation time, the restaurant owner finally completely "gets it."

However, does it ever occur to him, "What have I missed for all of these years? Could all of my stress of running this business been avoided through some serious effective introspection?"

Well, in closing, the answer is a resounding, "Yes." Of course.

Now as the pastor says on Sunday morning, if this does not have a personal application for you, it was all for naught.

These restaurants that are on the show were all on their way to going broke. Hopefully your business is not on life support. However, you get the message that the show may be trying to deliver in addition to just mindless entertainment.

Are there elements of your business that demand change, that with some self-critical evaluation, and solicitation of opinions of employees and customers, may be as obvious to you as they are to host Irvine?

Do you know what a pig does for a living? He roots. What is rooting? This is the pushy act of getting to the bottom of a problem that is otherwise obvious.

This week you should do some rooting and see if your business sauce doesn't need a new recipe.



Howard Hubler
Advice

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Howard Hubler is a partner with Hubler Express Collision/NAPA, and the owner of St. Augustine (Fla.) Toyota. He can be reached at howard@hubler.com.

Investment firm finds no substitute for its advisors' experience, expertise

By Pete Smith

As one of the newest tenants of City Center, Indianapolis-based Westbridge Investments opened a Carmel office in September in the hopes of finding new investors in one of the wealthiest enclaves in the Midwest.

Drawn by the copious restaurant and retail amenities of City Center, Westbridge sought to be closer to an investment base along the Meridian corridor.

Despite the comfortable confines, risk is omnipresent for the firm, which specializes in venture capital investments and private equity acquisitions.

"With our domestic and international expertise, we bring access to a wider range of opportunities," Westbridge Founder Jason Farmer said. "We provide a better opportunity than most central Indiana investors would have an opportunity for."

But Westbridge takes a unique approach to the business – it doesn't establish dedicated funds. Instead it invests through private placements and strategic partnerships, an approach that has allowed it to grow steadily during its eight years of operation.

Farmer said his firm further mitigates the risks inherent to this type of investment by relying heavily on a board of advisors composed of carefully selected professional services experts and industry veterans.

"It all centers on active management

and collaboration," Farmer said.

If this team of lawyers, bankers and accountants couldn't tap the expertise necessary, Westbridge wouldn't invest in the opportunity, Farmer said.



Farmer

The firm maintains offices in New York and Hong Kong in addition to the Indiana locations, but Farmer said Westbridge isn't wed to any particular industries or geographic locations.

Farmer said portfolio firms typically approach Westbridge through its board of advisors, and that the firm then uses an active management approach that focuses on collaborating with existing management expertise to ensure success and profits.

Westbridge also finds its own opportunities, raises funds and invests its own capital. And with its current portfolio, venture capital and private equity investments are about equal, Farmer said.

Westbridge welcomes new investors who are looking for higher returns than the current bond market can yield and who also can tolerate the level of risk in founding new companies and acquiring underperforming ventures.

The company's investment capital typically comes from a large network of high-net-worth individuals and family offices regularly seeking alternative investments, as well as strategic institutional investors including financial institutions, funds of funds, hedge funds, endowments, foundations and pension funds.

On the web

www.westbridgeinvestments.com

UP THE LADDER



Curry



Gruesser



Kleutz



Meadows

New physicians join Community Health

Community Physician Network, the integrated, multi-specialty physician group at Community Health Network, welcomes the following providers: Sarah Curry, M.D., family medicine; Megan Gruesser, M.D., pediatrics; Joshua Kleutz, D.O., sports medicine; Rachael Meadows, M.D., pediatrics; Tara Myers, M.D., endocrinology; Evan Schiffli, M.D., internal medicine; and Daniel Weed, M.D. oncology. For more information about these physicians or about Community Health Network, visit eCommunity.com/physician or call 800-777-7775.



Myers



Schiffli



Weed

Barrington names director of plant operations – Jarred Richardson has been named director of plant operations for The Barrington of Carmel, a new life-care senior living community scheduled to open in November. Richardson brings more than a decade of experience working at The Barrington's sister community in Texas. He also brings enthusiasm and expertise in management to his new role.

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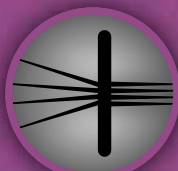
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UP THE LADDER

Darland hired as Director of Business Development

UN Communications Group welcomes Lori Darland as Director of Business Development. Her responsibilities include exploration of new client relationships as well as building on the services offered to established clients. Prior to joining UN Communications Group, Darland worked for more than 20 years in the print industry. Darland has a passion for and success with nonprofit organizations, working to align their graphic image with their mission and vision. UNC Group is proud to be a certified Woman-Owned Business Enterprise (WBE) and a member of the National Association of Women Business Owners.



Darland

Funeral home names new vice president

Flanner and Buchanan Funeral Centers has announced that Carmel resident Maureen Lindley has been promoted to Vice President of Marketing for the company. She was previously Director of Marketing; the title she's held since July 2012. She joined the company in March 2009. Her primary responsibility at Flanner and Buchanan is to build relationships and educate people in the community regarding funeral and cemetery planning. She has lived in Carmel for 15 years with her husband and three sons.



Lindley

Thanks for your service, Tom

I have always had a soft spot in my heart for veterans. I can easily relate as I have several relatives who served in World War II, and others who fought in Vietnam and Iraq.

It is hard to believe how quickly the World War II vets are vanishing.

"Now in their 80s and 90s, we lose one every two minutes – at a rate of just over 600 a day," according to the U.S. Veterans Administration. "By 2036, it is estimated there will be no living veterans of World War II left."

I had the privilege to meet another of the living heroes on July 4. You know who they are. They wear the caps that tell a bit of their history – whether it be a Pearl Harbor veteran, a survivor of the USS Indianapolis or an Infantry Division soldier. As I turned down the meat aisle in Kroger that day to buy my brats I saw him. His cap said World War II Medic.

His name was Tom. After I thanked him for his service, his sad look turned into a smile (as if saying "someone remembers!"). We talked for a long time as he freely and proudly told me of his amazing experiences as a medic on overseas duty. He shared the stories as if they had just happened yesterday.

Tom's wife has passed away. He's alone now. He told me he'd still like to work, but said, "They don't want old men like me anymore."

He wasn't really bitter; he just smiled and seemed resigned to the fact. As I was driving home I was reminded of all the veterans out there, including those who served in Vietnam, Korea and now Afghanistan and Iraq. Today many of the men and women who served in Afghanistan and Iraq are returning home to face unemployment. These are people with incredible skills in so many areas. They are disciplined and have learned the art of leadership and working as part of a team.

The U.S. Department of Labor estimates that the military discharges 160,000 active service members and 110,000 Reserve and National Guard members annually.

Statistically, about 32,000 of those veterans will join the ranks of nearly 1 million veterans already unemployed.

Time magazine noted in the March issue that for new veterans aged 18-24, the unemployment rate averaged 20.4 percent in 2012, more than 5 percent higher than the average among non-veterans aged 18-24. Young veterans are entering the workforce with far more skills and experience than their civilian peers. Logically, they should be employed at higher rates, not lower.

Many vets say they struggle to market themselves. Employers sometimes have trouble understanding how to transfer these military skills to the domestic workplace. Then there are the stigmas – those who believe veterans won't make good employees due to physical or psychological disabilities.

Congress and local officials have made some progress in breaking down some of the barriers, but we business people need to help alleviate this epidemic. I have a lawyer friend who specializes in franchising and small business. My skills are media, marketing and public relations. Together we intend to put together a plan to offer some of our services to help veterans get started again. We feel it's our duty.

Think about what you can do.

If nothing else, next time you see a veteran thank him or her for their service. In my case, I made a new friend. Thanks again, Tom.

Jon Quick is President of the Carmel-based marketing and public relations firm, Absolutemax! You can reach him at jon@absolutemaxpr.com. He is a former 25+ year executive manager at both CBS and Emmis Communications.



Jon Quick

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BREAKING IT DOWN

Healthcare conundrum

Indiana employers making operational changes because of Obamacare

Action: Limited work hours for graduate assistants

Employers: Ball State University

Action: Limited hours for adjunct faculty

Employers: Ivy Tech

Action: Cut hours for instructional aides

Employer: Eastbrook Community Schools, Madison Schools, Perry Central School Corp., Shelbyville Schools, Speedway Schools, Fort Wayne Schools, Greencastle Schools, Hancock Madison Shelby Educational Services, Zionsville Schools, Northwestern Schools, Taylor Schools, Richland-Bean Blossom Schools, Eastern Greene Schools,

Action: Capped part-time workers' hours

Employers: Hancock County, Morgan County, Clay County, DeKalb County, Floyd County, Highland, Indiana University, Kosciusko County, Lakeview Christian School, Madison-Grant United School Corp., Marshall County, Starke County, Wolfe's Auto Auction, Eminence Schools, Lafayette Schools, Martin County, Eastern Hancock Schools, Fayette County, Gibson County, Tipton County, Vigo County Schools, White River Valley Schools, Crawford County, Vanderburgh County, North Putnam Schools, Delaware County, Northwestern Schools, Putnam County

Source: *Investor's Business Daily*

Hoosier jobs of tomorrow

The 10 fastest growing, high-wage jobs of the future

1. Physician and Surgeon \$160,451
2. Registered Nurse \$57,034
3. Physical Therapist \$76,627
4. Dental Hygienist \$65,707
5. Computer Software Engineer \$72,197
6. Postsecondary Teacher \$60,237
7. Plumber \$50,856
8. Pharmacist \$110,053
9. Operating Engineer \$49,920
10. Medical Services Manager \$75,691

Source: *Indiana Department of Workforce Development*

Like a rocket

The fastest growing privately-held Indiana companies Company industry city revenue

1. BidPal Business services, Indianapolis, \$10.2 million
2. Onsite OHS Health, Princeton, \$33.2 million
3. Ticketracker Software, Anderson, \$2.5 million
4. Advocate Merchant Solutions Financial Services, Fishers, \$3.7 million
5. SiBER Retail, Fort Wayne, \$2.5 million

Source: *INC. 5000*

Law firm revenue

Lawyers were asked, "Which of the following practice areas, if any, will offer the greatest revenue generation opportunities for your law firm in the next two years?"

Their responses:

1. Litigation 59%
2. General business/commercial law 31%
3. Healthcare 14%
4. Bankruptcy/foreclosure 8%
5. Labor and employment 7%

Source: *Robert Half Legal*

Business Crime Watch

Date	Business	Address	Description
8/26/13	Marsh	2140 E. 116th St.	Criminal Mischief
8/27/13	Granite City Food and Brewery	150 W. 96th St.	Theft
8/29/13	Carmel Health and Living Community	118 Medical Dr.	Theft
8/29/13	Meijer	1424 W. Carmel Dr.	Theft
8/31/13	The Monon Community Center	1195 Central Park Drive West	Theft
9/4/13	AdvantaClean	10920 Songbird Ln.	Fraud/Deception
9/4/13	Target	10401 N. Michigan Rd.	Theft
9/4/13	Revolution Eyes	14250 Clay Terrace Blvd.	Theft
9/6/13	Cheng Xin Corporation	1370 S. Range Line Rd.	Fraud/Deception
9/7/13	Goodwill	10491 N. Michigan Rd.	Theft
9/9/13	Indiana Farmers Mutual Ins.	220 W. 106th St.	Criminal Mischief
9/13/13	Goodwill	10491 N. Michigan Rd.	Theft
9/13/13	Target	10401 N. Michigan Rd.	Theft
9/14/13	Double Tree Guest Suites	11355 N. Meridian St.	Theft

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