What ignites you

Ignite
EY Strategic Growth Forum®

#SGFUS
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From hot topics and content-rich breakouts to award presentations, each day at the EY Strategic Growth Forum® 2014 provided valuable insights and inspiring examples of excellence in business. The Forum’s keynote speakers – a who’s who in business, sports and entertainment – were the epitome of innovation and inspiration, proving to us why they’re the best at what they do.

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Four days of igniting innovative thinking

More than 2,000 of the country’s top business leaders and innovators joined us in Palm Springs, California, for insights and discussions about the economy, doing business in an evolving market and making a global impact.
David Robinson
No matter the business, culture is key

David Robinson is a two-time NBA Champion, Hall of Fame Center and father of three whose private equity firm is helping build schools in San Antonio, Texas. But his biggest accomplishment, he said, is building a culture that produces great people.

Even today, he feels like his former basketball team, the San Antonio Spurs, is his extended family. People call him and want to talk. One player asked Robinson to officiate his wedding.

“We built a culture that guys felt like they could grow up in,” said Robinson, who was interviewed on stage by Hannah Storm of ESPN’s SportsCenter during day one of the Strategic Growth Forum.

Robinson is also the founder of Admiral Capital Group, a private equity firm focused on real estate, and he created The David Robinson Foundation with his wife, Valerie. He says the leadership skills he learned on the court have been helpful in the business world, too.

“Put people in a position where they can be successful,” he advised. “Make sure they know you have their back, as long as they work hard and do the right things.”

Above all, Robinson advised, remember that “your personality is going to permeate the whole organization. You have to embrace that. You have to say, ‘This is who I am – either you like it or you don’t.’”

“Put people in a position where they can be successful. Make sure they know you have their back, as long as they work hard and do the right things.”

David Robinson, Hall of Fame Center, two-time NBA Champion, and Founder, Admiral Capital Group
Leaders’ personal styles can be radically different, but all have it in their power to build effective teams, said Marcus Buckingham, best-selling author and business consultant, during his keynote speech.

“No company has one pure culture. It has as many cultures as it has teams,” he said. “You need to find out what’s going on in the best teams and create more teams like them.”

That involves asking three questions that Gallup, Inc. found account for 90% of the differences between high-performing and low-performing teams:

1) Are my colleagues committed to quality? “Great leaders bring quality to life,” Buckingham said. Through the use of stories, heroes and rituals, they make sure teams share that commitment.

2) Do I know what is expected of me at work? It’s important that they do, he said, because “you’ll never find a productive, confused employee.”

Semiannual review processes don’t work. Instead of feedback based on past performance, team members need more frequent coaching focused on current work.

“Leaders should meet briefly every week to ask each person two questions: what are you working on right now? How can I help?” Buckingham said. “A year isn’t a marathon; it’s 52 sprints.”

3) At work, do I have a chance to do what I do best every day? Buckingham said employees share a common desire: “understand me.”

When leaders engage people in work that allows them to leverage their strengths, it’s a powerful force that breeds innovation and success — for a sports team, orchestra, family or business.
Randall Stephenson

The necessity of disruption

AT&T Inc. Chairman and Chief Executive Officer Randall Stephenson credits his success to the iconic business leaders who mentored him and shaped his approach to leadership.

He learned not only to surround himself with people smarter than he is, but people with a proven track record and who offset his risk tolerance. But he also wants to know: “Are they people who can make that tough call? What’s the right thing to do?”

Stephenson joined EY Global Chairman & CEO Mark A. Weinberger for an earnest conversation on keeping innovation alive in a company that traces its roots back to Alexander Graham Bell.

For a telecommunication giant with annual revenue of $129 billion, Stephenson knows that success can hinder innovation. Some of the company’s advancements have cannibalized other segments of its business, but AT&T persists just the same.

“We have to have this discipline to keep pushing innovation and be willing to disrupt and cannibalize [ourselves],” he said. “If we don’t disrupt ourselves, somebody will be glad to disrupt us.”

Government, too, can be disruptive. Stephenson said that the recent push for net neutrality rules already is having an effect on future investments. “When we make these multibillion-dollar bets and multibillion-dollar investments, we’re building these things that will be put in place two or three years from now,” he said.

As the Chairman of the Business Roundtable, Stephenson also shared his thoughts on what it will take to get the US economy growing again: basic changes in taxes, immigration and trade.

“If we don’t disrupt ourselves, somebody will be glad to disrupt us.”

Randall Stephenson, Chairman and Chief Executive Officer, AT&T Inc.
Tony Hsieh believes in delivering happiness to customers. And while it often happens each time a customer opens a box of new shoes, the CEO of Zappos.com, Inc. considers the true measure of happiness to come through each contact a customer has with a Zappos employee.

Unlike many internet companies, Zappos doesn’t measure call-center employees for efficiency. Instead, Hsieh wants employees to focus on making sure each customer is satisfied, no matter how long the call lasts.

“Telephone is one of the best branding devices out there because you have the customer’s full attention,” Hsieh told the Forum audience. “If we get that interaction right, then the customer will remember that.”

Hsieh also described why he moved Zappos headquarters into the former Las Vegas City Hall.

“I wanted to integrate Zappos into the community,” he said, adding that he started the Downtown Project in Las Vegas to generate more collisions – his term for positive interactions – among residents and business owners in the downtown area.

Hsieh said that when a company focuses on what he calls “the three C’s” – collisions, co-learning and connectedness – “then the magic will happen on its own.” The three C’s have come together at Zappos, which he joined because it showed the most promise of the 20 startups he invested in – and he enjoyed the people.

Today, Hsieh devotes a fair amount of energy to making sure Zappos remains a fun place to work. “The happiness of people at work is core to our success,” Hsieh said. “Long term, I want the Zappos brand to be the best in terms of customer service and customer experience.

“If we get the culture right, then happy customers will follow.”
There’s a universal truth about predictions, say *Freakonomics* coauthors Steven D. Levitt and Stephen J. Dubner: they’re as likely to be wrong as they are to be right.

In fact, they said, predictions are more likely to be wrong. “You’d do a lot better, and spend a lot less money, just leaving it up to chance,” Dubner said.

But the appetite for prediction – especially in the world of business – isn’t likely to diminish anytime soon, so how can the best predictions be made? Levitt and Dubner directed Forum attendees to consider three simple steps:

1) Start with the right mindset. Don’t pretend to know the answer. As Dubner said, the three hardest words in the English language are “I don’t know.”

“It’s remarkable how many smart people are not willing to admit that they don’t know the answer … that is essentially unknowable,” he said.

2) Make sure you have the right data. It’s vitally important to distinguish good data from bad. Survey data, in particular, is generally not that reliable, because there’s often a big difference between what people say they do and what they actually do.

The right data makes it easier to make the right decisions. In the old days, Levitt said, the successful executives were the smarter ones. Now, it’s all about data. “The young companies that are growing and are absolutely beating the pants off the old companies because they know how to use data,” he said.

3) Try to figure out the incentives that get people to behave the way they do. “It’s not about what is right: it’s not about what I want to be true,” Dubner said. “It’s about what works, and we’re all trying to figure out what works – what actually solves problems.”

“*The young companies that are growing and are absolutely beating the pants off the old companies because they know how to use data.*” – Steven D. Levitt
Patricia Woertz
Global growth creating opportunities for business

The future is bright for the world’s “growing global middle class” and the companies that serve them.

Archer Daniels Midland Company (ADM), one of the world’s largest agricultural and food ingredient companies, is monitoring the trend. And Chairman and CEO Patricia Woertz encouraged the audience of entrepreneurs to do the same.

“If we look out to 2030, for the first time the majority of the world’s population will not be impoverished,” Woertz said. “The middle class will be the most important social and economic sector.”

It’s “the great West to East shift,” she said. “It’s a recognition that in this decade the focus of economic growth and the middle class that’s rising with it will shift ... to the emerging economies.”

Three concepts will help companies position themselves to serve this growing segment: Productivity, Connectivity and Sustainability.

Woertz also sat down with EY Americas Managing Partner Stephen R. Howe, Jr. for a conversation about how ADM handles innovation, risk management and succession.

“We try to celebrate failure, because if you don’t have some failures you won’t have some successes,” she said.

ADM offsets risk by investing more globally to take advantage of harvests in the Northern and Southern hemispheres. “It helps our earnings stream be less volatile.”

Woertz has been working on a succession plan since she first joined ADM in 2006, and it’s made for a seamless transition as she prepares to leave ADM in 2016.

“I’ve become a real believer in how important it is to have ongoing, and often, succession discussions,” she said. ADM President Juan R. Luciano, her appointed successor, joined the company a few years ago. “There’s not a more ready individual, a more prepared individual.”

“We try to celebrate failure, because if you don’t have some failures you won’t have some successes.”

Patricia Woertz, Chairman and CEO, Archer Daniels Midland Company
Emmitt Smith
Jimmy Johnson
Super Bowl secrets to success

“Humility keeps you hungry and makes you get up every day to keep striving for success.” – Emmitt Smith

“Once you have the right people, you have to create the atmosphere where they could be the best they could be.” – Jimmy Johnson

Emmitt Smith, the NFL’s All-Time Leading Rusher, and Jimmy Johnson, his former coach, entertained the Forum audience with stories on how they combined to help the Dallas Cowboys win back-to-back Super Bowls in the 1992 and 1993 seasons.

In an interview with Curt Menefee of FOX NFL Sunday, Johnson said that the key to building a winning organization is to find the right people “who you know can be successful and share your passion.”

“Once you have the right people,” he said, “you have to create the atmosphere where they could be the best they could be.”

Smith said Johnson pushed him and his teammates to live up to the high standards he set for the organization. “He always sent the message that you have to be accountable to each other, that you have a responsibility and job to do, and if you don’t do it, you let everyone else down.”

Smith added that one of the keys to success in the NFL – and the business world – is being humble. “Humility keeps you hungry and makes you get up every day to keep striving for success,” he said.

Added Johnson: “The biggest enemy of great is good. You can’t afford to get complacent because then you don’t take the time to pull back and say, ‘How can I get better?’ ”

The same goes for motivating a football team, Johnson said, adding that as the CEO of the team, the head coach also has to know how to motivate everyone on the team and that no two players, or coaches, are alike.

As a manager, Johnson said, “You can’t walk down the halls in a tunnel vision. You have to touch everyone in the organization and try to make them the best they can be.”
Ron Howard

A fortunate man

Academy Award-winning director Ron Howard says that he has been a fortunate man. But good fortune is just one theme in the Howard’s life story, which also includes tales of persistence, resilience, inspiration, motivation, and an understanding of the entertainment industry that few could match.

From The Andy Griffith Show through Happy Days, Howard learned that entertainment was a business, and that creative ideas – even excellent ideas – alone were not enough. He needed to be an entrepreneur as well.

By 21, Howard had made several short films, but he was looking for a feature film to direct. So he made a deal with famed director Roger Corman: if he acted in a film called Eat My Dust, he would star – and direct – in another movie. “That movie became Grand Theft Auto (no relation to the video game).”

“IT was the fastest green light I ever got,” Howard said. And it was the building block that became the foundation of his career behind the camera.

Next came finding the right partner – in this case, Brian Grazer, who has helped Howard bring award-winning stories to the big and small screens. Their longtime partnership – Imagine Entertainment – has prospered, but it has also had its share of setbacks, including the internet content portal Pop.com, an idea Howard said was “ahead of its time.”

On the set, Howard tries to put his cast and crew in the best position to succeed, working hard to connect with his stars. He counts getting Bette Davis to call him “Ron” instead of an almost disdainful “Mr. Howard” as a huge win.

Luck may have had something to do with Howard’s amazing career. But his skill and ability have meant far, far more.

“You have to keep building the case for your idea. But you also have to be ready to sort of say, this one’s broken.”

Ron Howard, Academy Award-*, Golden Globe- and Emmy-winning filmmaker
Leadership matters: what’s on the minds of leading CEOs

Wide-ranging discussion held sway at “Leadership matters: what’s on the minds of leading CEOs” but the conversation with Jennifer Morgan of SAP America, Inc., Irwin Simon of The Hain Celestial Group, Inc. and Chip Bergh of Levi Strauss & Co. always returned to the importance of honesty and transparency.

When Morgan became President – North America of SAP, she held an “amnesty meeting” and asked the leadership team, “Tell me what’s really going on. Where is the business really today?” She didn’t want them to tell her what they thought she wanted to hear “because if you don’t know what’s going on, you can’t fix it.”

Simon added that scared people won’t bring you bad news. “We’re in business. If we’re not having bumps of bad news, we’re not in business. And bad news ... doesn’t get better with age.”

It’s just as important to be honest with your stakeholders, Bergh said. “The most important thing a CEO can do is to confront the brutal facts.”

But the hardest thing of all, said Simon, is to look in the mirror and “be honest with yourself. You can’t BS yourself.”
Winning entrepreneurs shared their stories and a few of the lessons they’ve learned while chasing their dreams:

- “There are always setbacks, setting the stage for the next level of success,” said Hamid Moghadam, Chairman & CEO of Prologis.

- Successful entrepreneurs can’t do it on their own and need their aligned teams to succeed. “You all have to have the same vision. You have to live and breathe it every day,” said Sheila C. Johnson, CEO of Salamander Hotels and Resorts.

- Give everyone an opportunity to help you grow, said Jim Nixon of Varel International Energy Services, who encourages employees to “set audacious goals” as they plot their success.

- Entrepreneurs, especially those in distressed areas, want to create jobs, said Andra M. Rush, Chairman and CEO of the Rush Group Family of Companies, whose company opened a business in the Detroit area in 2012. “We now have more than 800 employees, and their passion is unbelievable.”
A CEO’s guide to going public

Executives considering whether to take advantage of the strong IPO market got fresh insights and actionable advice during a morning of thought-provoking discussion. Whether the topic was transaction risk, market trends, the finance function, communication strategies or lessons learned, one overall theme stood out: Being prepared is key.

Here’s what our panelists had to say:

- 2015 is shaping up as a banner year for IPOs and M&A. Macroeconomic conditions appear to be favorable, and the IPO window definitely remains open for companies that are ready to take advantage.
- It’s important to have a world-class finance function in place and to tell a compelling story in a winning way.
- Some words of wisdom from IPO veterans: Don’t forget to focus on the audit committee, on the road show and on your employees.

Market trends: 2015 Outlook IPO and M&A

From left to right: Mark Jeffries, moderator; Jason Giordano, Managing Director, Blackstone; Jeffrey Liu, Principal, Ernst & Young LLP, and EY Global Technology Leader, Transaction Advisory Services; David Ethridge, Head of Capital Markets, NYSE; Brian Reilly, Managing Director – Global Head of Equity Capital Markets, Barclays

Building a world-class financial function

From left to right: Will Bowmer, Managing Director, Barclays; Barry Zwarenstein, CFO, Five9, Inc.; John Castro, retired Chairman and CEO, Merrill Corporation; Michael B. Capilouto, Partner, Ernst & Young LLP; Martín Migoya, CEO, Globant

Managing personal and corporate transaction risk

From left to right: Priya Cherian Huskins, Senior Vice President & Partner, Woodruff-Sawyer & Co.; Mike O’Leary Partner, Ernst & Young LLP, EY Global Internal Audit Leader

Investor communication strategies to maximize IPO valuation

From left to right: Neil Stewart, Editorial & Research Director, IR Magazine; Jack Lazar, Chief Financial Officer, GoPro; Jacqueline A. Kelley, Partner, Ernst & Young LLP, and EY Global and Americas IPO Markets Leader; Scott Skidmore, Managing Director, Barclays; Robert H. McCooey, Jr., Senior Vice President, NASDAQ OMX; Dominic Paschel, Vice President, Pandora

Lessons learned: going public

From left to right: Joseph Link, Partner, Financial Services IPO Leader, Ernst & Young LLP; Dr. Stephen Neeleman, Founder & Vice Chairman, HealthEquity, Inc.; Mike Kouray, Partner, Khosla Ventures; Peter Maag, President & CEO, CareDx, Inc.; Frank Addante, CEO, Founder and Chief Product Architect, Rubicon Project
Family businesses: entrepreneurial thinking across generations

Practical advice, from their family to yours

Panelists divulged their hard-won lessons learned in “Achieving innovation, growth and sustainability: strategies of entrepreneurial family business.”

“When you’re a parent and you’re the boss, it’s tough for your children to recognize the difference,” said Senator Francis X. Kelly.

Carolyn Richardson shared, “My great-great-grandfather’s motto was: ‘We want to be the sort of business organization in which people can place their trust.’ We still live by those words.”

That strategy appeals to John Tracy said that a family council, a family foundation and an outside board are key. “Those things forced us into communication vehicles, forced us into sharing mistakes and recognizing mistakes in a less hostile environment.”

Clockwise from upper left: Joseph H. Astrachan, Ph.D., Wells Fargo Chair of Family Business, Kennesaw State University; Senator Francis X. Kelly, Co-Founder/Chairman, Kelly & Associates Insurance Group, Inc.; Carolyn Richardson Hursh, Chairman, James Richardson & Sons, Limited; John Tracy, CEO, Dot Foods, Inc.

Mark J. Bissell: a family business leader cleans up

Mark J. Bissell’s great-grandfather was the family’s first innovator, creating a device to clean sawdust from the rugs in the family’s Michigan crockery shop. Nearly 140 years later, the Chairman and CEO of BISSELL Inc. has taken innovation to another level.

To do so, Bissell has devised strategic ways to keep the seventh-oldest privately held manufacturing company in the family.

In an interview with EY Americas Family Business Leader Carrie Hall, Bissell explained how he bought out 100 family stakeholders, which has enabled the company to “concentrate on the customer, the consumer and our innovation,” adding that “if it’s done right, that branding message can be really powerful.”

Mark J. Bissell, Chairman & CEO, BISSELL Inc., shared that it can be harder for a family business to attract and retain executive talent.
Insights from select sessions

Economics of purpose

It’s no accident that many leading organizations are purpose-driven, with goals that go beyond the bottom line, creating shareholder value and building customer and employee loyalty along the way.

Panelists in “The economics of purpose” offered useful advice on how to create a sustainable organization:

- Discover your purpose, which is really part of the organization’s business. If you don’t have it written down right now, it’s probably in the business already, said David Boynton of L’Occitane Inc. “Go and find it.”
- Hire the right people, which means bringing in employees whose passion and purpose align with the organization’s, said Amy Langer of Salo, LLC.
- Finally, live and breathe your purpose. “If people don’t see it in what you’re doing every day, it doesn’t have a life,” stressed Boynton.

Power of three

Improving the entrepreneurial ecosystem will require a coordinated effort between entrepreneurs, corporations and governments, according to panelists at “The power of three” discussion.

Panelists explored topics ranging from education to policy reform. One recurring theme was the global nature of entrepreneurship. “The world is better because of what we build together,” said Steven Birdsall, SAP. However, panelists and audience alike expressed concern about complexity and red tape.

Wendy Guillies, Ewing Marion Kauffman Foundation, added that education plays a critical role in entrepreneurship. She said universities can nurture startup communities, such as law schools doing legal clinics for startups.

Ron Kruszewski, Stifel, cautioned against the government trying to remove too much risk, because risk is a necessary element of entrepreneurship. “The best jobs are created by entrepreneurs who create companies.”
Unleash the power of introverts: fully engage your workforce

Susan Cain, author of QUIET: The Power of Introverts in a World That Can’t Stop Talking, knows a lot about how people work, and at the Forum she talked about how workspaces impact how they focus their day.

People work differently, she said, noting that introverts make up one-third of the population. “If we create work environments that are more inclusive … we’re likely to get better performance.”

For office furniture giant Steelcase, that means creating smaller, quiet office spaces where anyone can go to focus, a café to get energized or a place where they can work in teams.

She offered three tips for unleashing the power of introverts:

- Tap into their natural strengths
- Rethink how meetings are run
- Set up one-on-one discussions to get their input

Wanted: bright ideas to propel growth

In a twist on a traditional pitch competition, three leading companies asked Strategic Growth Forum attendees to submit ideas that would help solve their business challenges and complement their own R&D efforts.

To solve the fast-growing demand for energy, General Electric challenged attendees to consider, “What’s your 1% idea?,” advancing the thesis that even a 1% decrease in fuel consumption could lead to great savings.

IBM is looking for developers and other organizations to come up with a vision for how the artificial intelligence software that powers supercomputer Watson could help their business.

To achieve its goal of mass customization, Procter & Gamble is seeking entrepreneurs who can prototype robotic arms that can handle a variety of products, shapes and sizes.

Visit ey.com/brightideas to view the presentations and learn how to submit proposals.
“I am so energized and came away with significant action items we are implementing asap. The focus on leadership was important and well received.”

- CEO
“It is an amazing conference with remarkable content, collaboration, learning and inspiration.”

— CEO
igniting growth
The winners

Congratulations to our Entrepreneur Of The Year 2014 National Award winners
Successful entrepreneurs excel at turning failure into the springboard for future success. Dr. David Hung, Founder, President and CEO of Medivation, and the winner of EY Entrepreneur Of The Year™ 2014, offers a strong case in point.

When the first drug his company had developed failed its second trial with the US Food and Drug Administration (FDA), Dr. Hung doubled down and focused all of Medivation's resources on developing Xtandi, the next drug in its pipeline.

The success of Xtandi, which treats men with advanced prostate cancer, brought Medivation back from the brink and helped to position the company as a leading developer of novel therapies for serious illnesses. This blockbuster drug extends the median survival rate for men with advanced prostate cancer by nearly five months and reduces the risk of death by 37%.

The experience he gained from the failure of his first drug to secure FDA approval also offered him a valuable lesson on how to negotiate the drug trial process. And Xtandi's success validated his approach to swing for the fences.

"People like to point out risk of failure, but the worst thing is not to do anything," Dr. Hung said.
Category winners

Distribution and Manufacturing
Frank S. Hermance
Chairman and Chief Executive Officer
AMETEK, Inc.
Berwyn, PA
Founded: 1930

Financial Services
Mark A. Casale
Chairman, CEO & President
Essent Group Ltd.
Radnor, PA
Founded: 2008

Retail and Consumer Products
Fedele Bauccio
Co-Founder and CEO
Bon Appétit Management Company
Palo Alto, CA
Founded: 1987

Emerging
Darrell Cavens
CEO
zulily, inc.
Seattle, WA
Founded: 2009

Life Sciences
David Hung, MD
Founder, President and CEO
Medivation
San Francisco, CA
Founded: 2003

Services
Jim Hallett
CEO
KAR Auction Services
Carmel, IN
Founded: 2007

Energy, Cleantech and Natural Resources
Chris Beckett
CEO
Pacific Drilling
Houston, TX
Founded: 2006

Media, Entertainment and Communications
Tod Sacerdoti
CEO and Founder
BrightRoll, Inc.
San Francisco, CA
Founded: 2006

Technology
Josh Coates
CEO
Instructure
Salt Lake City, UT
Founded: 2008

Family Business
Jodi L. Berg
President and CEO
Vita-Mix Corporation
Cleveland, OH
Founded: 1921

Real Estate, Construction and Lodging
Steve V. Pate
Chairman and CEO
Strike, LLC
Houston, TX
Founded: 2006

Real Estate, Construction and Lodging
Steve V. Pate
Chairman and CEO
Strike, LLC
Houston, TX
Founded: 2006
Venture Capital Award of Excellence

Four entrepreneurs were selected as recipients of our ninth annual Venture Capital Award of Excellence, which recognizes the role that venture capital plays in the US economy and in the development of high-growth, high-impact companies.

Venture capitalists’ knowledge and experience help entrepreneurs turn their vision into reality.

In fact, 79 of the Entrepreneur Of The Year 2014 finalists are venture-backed companies, and they’ve seen, in two years, their revenue grow by 166% and their headcount by 74%.

The award is sponsored by SolomonEdwards; its judges represented Bay City Capital, Atlas Venture, Venrock, FirstMark Capital and Revolution Growth.

NFTE award

Vincent Quigg
TechWorld
Burbank, CA | NFTE

When Vincent Quigg took the Network for Teaching Entrepreneurship (NFTE) class during his senior year in high school, he created a business plan for TechWorld, a personal electronics repair and customization service. “I love technology,” Quigg said. “I’m extremely passionate about it. There is a definite industry for it.”

Quigg takes naturally to the role of entrepreneur, partly because of his youthful business experience, but also because he assumed a lot of responsibility at a young age. After his parents divorced, he became a role model for his younger sister and provided stability to his mother. “My family is full of entrepreneurs. My dad is a very successful one. I am very proud to say that I have gotten to where I am without him.”

Quigg received an EY Entrepreneur Of The Year Scholar Award at the annual gala in Los Angeles in 2013.
Scaling
Women are a powerful force in the North American economy. In the US, they start businesses at twice the rate of men and are at least half-owners of 46% of privately held firms. Even more impressive, the post-recession increase in jobs in the US has come almost entirely from two places: large public companies and women-owned businesses.

And yet, only 2% of women-owned businesses in the US (even fewer in Canada) break $1 million in revenue. In contrast, businesses owned by men are 3.5 times more likely to reach that $1 million threshold.

We know the potential of women-owned businesses is limitless – if they have the right support and knowledge. That’s why we started the EY Entrepreneurial Winning Women program – to help women entrepreneurs on the threshold of true scale take the next step forward.

We are proud to introduce the Entrepreneurial Winning Women Class of 2014. They are the future of our economy, and we can’t wait to get started helping them scale their businesses. Congratulations!
Trending at the Forum

Twitter talk

Michelle Smith @SourceFA_CEO
At #SGFUS – The Super Bowl of conferences for Entrepreneurs. Tony Hsieh CEO @zappos: focus on “not only ROI, but ROC” return on community

Brady Jefferson Wood @BradyWoodPR
What an incredible conference! #SGFUS. So many world-class thought leaders in one place!

Hugh Forrest @Hugh_W_Forrest
So many smart people here! Excited to be in Palm Springs for the Ignite EY Strategic Growth Forum. #SGFUS @EY_Growth

Clayton Gammill @ClaytonGammill
David Robinson is in front of 1,000+ business executives giving his testimony...it is awesome!!!! Proud to be at @EY_Growth #SGFUS

NAhwoi @awareness00
When making change, you have to change the culture before trying to change everything else – Jim Nixon #SGFUS

Sean Rayner @seanDrayner
I love a good panel discussion. Great moderator and panelists at the IPO/M&A discussion #SGFUS

NORMA.ZERINGUE @NORMAZERINGUE
As the leader it is your responsibility to get the best out of everyone in the organization @JimmyJohnson #SGFUS

Brian Williams @BWilliamsOSV
Loving the energy I am feeling from the other #entrepreneurs who are attending #SGFUS. @EY_Growth

Michelle Marciniaj @mmarciniak3
Fantastic way to start the day – lots of energy in Palm Springs at the @EY_Growth Strategic Growth Forum. Always a great event #SGFUS

Kwame Kuadey @KwameKuadey
Just walked past @tonyhsieh at the EY Strategic Growth Forum. One of my entrepreneurial heroes. #SGFUS
Couldn't be there in person?

No worries. Access a virtual, day-by-day look at what took place at the Strategic Growth Forum 2014 on our website, featuring:

› Overall highlights video
› Videos and session recaps with photos and bios of the speakers

Bookmark our mobile-enabled website and access it all from your phone, tablet or PC: ey.com/us/sgf

See you next year

We look forward to seeing you at the Strategic Growth Forum 2015 in Palm Springs, November 11-15.

For more information on the 2014 Forum or highlights and video footage of the Forum, please visit ey.com/us/sgf.

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