

Highlights from the  
**EY Strategic  
Growth Forum<sup>®</sup>  
2015**

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## Highlights from the **EY Strategic Growth Forum® 2015**

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## H. Fisk Johnson

### In a landscape clouded with mistrust, the SC Johnson CEO backs transparency

Consumers today don't know who to trust, having been faced with news of questionable corporate behavior, the breakdown of governments around the globe and mistruths reported by the media. In this climate of eroded trust, keynote speaker H. Fisk Johnson, Chairman and CEO of SC Johnson, is leading his nearly 130-year-old family business with a culture of transparency.

"In the absence of information, people tend to fear the worst," he said.


To build goodwill and strengthen public opinion – which Johnson described as stronger than a "flimsy material" like steel – SC Johnson is now publishing the chemicals in its products online. That level of openness carries risks, Johnson said, but pays off by building consumer loyalty and motivating employees.

In doing so, he's continuing a family tradition of making tough decisions, such as when his father banned chlorofluorocarbons (CFCs) from its products years before laws mandated it.

"It wasn't an easy thing, but it was the right thing, and for my dad that was enough," Johnson said.

Similarly, after acquiring Saran Wrap, executives learned that the product released harmful dioxins when incinerated. The company's more acceptable alternative wasn't as sticky, but Johnson moved forward with it. Sales have dropped, but he says he sleeps better at night knowing that he made the right decision.

**"In the absence of information, people tend to fear the worst."**

A photograph of Bill McDermott, CEO of SAP, speaking during a panel discussion. He is wearing a dark suit, a light-colored shirt, and sunglasses. He is gesturing with his hands as he speaks. The background is a blue and purple gradient.

“You have to keep your business true to where your customers need to go.”

## Bill McDermott

### From corner store to corner office

As the 17-year-old owner of a corner deli on Long Island, Bill McDermott learned a valuable lesson that has carried through into his current role as CEO of SAP, the world’s leading provider of business software: stay true to your customers and anticipate where they need to go.

McDermott, in an interview with EY Global Chairman & CEO Mark A. Weinberger, said he quickly realized that to beat his competition he had to do things they weren’t doing: making deliveries to senior citizens, offering credit to blue-collar patrons and putting in a video-game room to encourage teenagers to come into his store. He used his proceeds from the deli to pay his way through college and eventually land his dream job at Xerox.

Hired on the same day as his interview, McDermott rose through the ranks at Xerox. He made a name for himself by turning around its business unit in Puerto Rico, taking it from the worst-performing group in the company to its

best within a year. He eventually left Xerox and joined SAP in 2002, becoming co-CEO of SAP AG in 2010.

McDermott told the audience that the lessons he learned in the deli were still relevant to this day. “You have to keep your business true to where your customers need to go,” McDermott said. This philosophy helped him transform SAP by embracing two simple principles: SAP software has to help the world run better, and it has to improve lives.

“We changed the whole strategy of the company because we knew the world needed different things from us,” he said. “Leaders will be forgiven for a lot of things, but never for bad vision and strategy.”

McDermott finished by recounting how he nearly lost his life this summer when he fell and suffered severe lacerations that eventually led to the loss of his left eye. “I may have lost my sight,” he said, “but I didn’t lose my vision.”



“There’s a big difference between a coach and a boss. If you see yourself as a boss, you’re archaic.”

## David C. Novak

As a coach, not a boss, the Yum! Brands Executive Chairman preaches motivation and recognition

To make his point about the power of recognizing your team members, David C. Novak, Executive Chairman of Yum! Brands, Inc., brought out a rubber chicken.

Each month, Novak awarded an employee at KFC – within the company’s empire of fast-food brands – with \$100 and a rubber chicken with a personalized message. Then he put a photo of that employee with the chicken on his office wall, where others could see it. The idea took hold and evolved with new props, including chattering-teeth toys with legs (signifying “walk the talk”).

“It’s not expensive to do,” Novak said. “All you have to do is give a little of your heart away when you do it.”

His principles center on motivating others by listening to them and giving credit where it’s due. In his leadership plan, he asks people for the biggest thing they’re working

on, helps them walk out with a plan, and then follows up with letters 30 and 60 days later.

“There’s a big difference between a coach and a boss,” Novak said. “If you see yourself as a boss, you’re archaic.”

He also relies heavily on others’ ideas and is proud to admit it. He’s learned from GE’s Jack Welch and many others. Even the rubber-chicken concept started with someone he knew in IT.

“You’re going to get all kinds of wisdom, and if you keep it to yourself, you’re being greedy,” he said.



## Charles G. Koch

### Value creation drives everything

In a wide-ranging interview, Charles G. Koch, Chairman of the Board and CEO of Koch Industries, Inc., explained how market-based management has made his company the second-largest private company in America and shared his concern that the US is rapidly becoming a “two-tier society.”

Koch told Maria Bartiromo of FOX Business Network that his business philosophy is the value he creates for customers, employees, suppliers and communities.

The drive to create value sparks innovation. “If you don’t have a lot of failures, you’re not innovating,” Koch said.

Value creation even drives the way Koch Industries rewards employees. “We’ve had employees earn more than me. Why limit what people can make, unless you want to limit their contributions?” Koch explained.

Koch is less sanguine about America as a whole. “I think we are in the midst of an enormous tragedy,” he said. People in the lower socioeconomic tier are cut off from life-changing opportunities by regulations that discourage job creation, according to Koch.

At the same time, government policies that pick winners and losers have created “corporate welfare,” Koch noted. Excessive regulations, tariffs and tax loopholes all need to be slashed, he said.

Federal Reserve “cheap money” policies compound the problem. The result? “Companies aren’t using their money to invest in facilities and innovation; they’re buying back shares and other companies,” Koch said.

**“If you don’t have a lot of failures, you’re not innovating.”**

# Mike Fries

The cable and media *impresario* tells entrepreneurs to stay humble and build value, not empires

As a 27-year-old Wall Street banker, Mike Fries, President and CEO of Liberty Global, Inc., took a leap of faith and a pay cut to join a small media company in Colorado. And through the 1990s, he helped the company grow rapidly, expanding cable TV throughout Europe in countries emerging from the shadow of the Iron Curtain.


But then the dot-com bubble burst and the company “fell on its face.” The experience, Fries told EY Global Chairman & CEO Mark A. Weinberger, taught him that he could remain calm during a crisis. It also prompted him to try to hire people who have “scar tissue” from past failures.

“I won’t hire anyone who doesn’t have scar tissue, who hasn’t stubbed their toe,” he said. “If you can rise up from that moment, it gives you tremendous confidence.”

Since then, he has led his company back to the top. Liberty Global has 27 million customers across 14 European countries, providing customers with ubiquitous, seamless connectivity. Fries said Liberty Global seeks to help its customers “connect, discover and be free.” That freedom means the ability to “to watch what you want to watch, when you want to watch it, and to communicate with your friends and family.”

Friendship is the glue that binds strong teams together, Fries said. “You can get so much done together if you like each other. The secret sauce is having respect and rapport.”

Fries, who won the EY Entrepreneur Of The Year® 2012 Media, Entertainment and Communications National Award, closed with some advice for entrepreneurs: “If I’ve learned anything, it’s stay humble. Build value, not empires.”



“You can get so much done together if you like each other. The secret sauce is having respect and rapport.”





## David Hung, MD

The Medivation founder talks the future of medicine

Dr. David Hung, Founder, President and CEO of Medivation and EY Entrepreneur Of The Year 2014 National Award winner, was pursuing a career as an academic physician in oncology when the death of a young cancer patient changed the course of his life. He was inspired to become an entrepreneur dedicated to finding cures for some of the world's most deadly diseases.

"I realized then that I didn't want to be an oncologist and push chemotherapy on cancer patients," Dr. Hung told Matt Murray of *The Wall Street Journal*. "Academia just doesn't have the access to capital that you need to develop drugs. I didn't want to spend my life getting base hits, given how bad many diseases are. We need home runs."

Determined to make a difference in medicine, Dr. Hung joined the private sector, gaining business experience before eventually founding Medivation in 2003. Medivation enjoyed some early success with the first drug it developed, but when the drug failed its second clinical trial he was forced to lay off one-quarter of his workforce.

"It never ceases to amaze me that as we were squeaking by on meager funds, we didn't have a single voluntary departure," he said, adding that the dedication of his Medivation team enabled them to eventually develop a second drug that treats late-stage prostate cancer. The drug has helped Medivation's stock price soar and, more importantly, has helped patients live longer.

"The future of medicine is going to be very interesting," Dr. Hung said, adding that incorporating chemistry, biology and new elements of physics into medicine could change the way researchers find treatments for a wide range of dangerous diseases.

**"I didn't want to spend my life getting base hits, given how bad many diseases are. We need home runs."**



# Meg Whitman

## Change creates opportunity

Four years after taking the helm of Hewlett-Packard Company, Meg Whitman realized that the company was in a time of disruptive change and needed to be split before it could grow and compete in the rapidly changing technology industry.

“Change creates opportunities,” explained Whitman. “Our bet was that being smaller and more nimble, leaning into new technology, and being stable during this time of incredible disruption would be beneficial to us.”

After the break-up, completed in early November 2015, Whitman took over as President and Chief Executive Officer of Hewlett Packard Enterprise, which provides servers and IT services for enterprise customers. She remains Chairman of the Board of HP Inc., which primarily sells laptops, printers and printer-related products.

As one of the few women to serve as a CEO of a Fortune 500 company, Whitman was asked what companies can do to help other women rise through the ranks of corporate America.

“We have made a lot of progress since I graduated from Harvard Business School in 1979,” she said. While she was optimistic about the future, she also said that society needs to do more to encourage young girls to continue taking science, technology, engineering and math classes.

As for companies hiring more women, Whitman added, “If you don’t work very hard at this, and just hire people who come through the pipeline, you will end up with an organization that looks like the one you already have.”

**“If you don’t work very hard at this ... you will end up with an organization that looks like the one you already have.”**

# Leadership matters

## What's on the minds of leading CEOs?

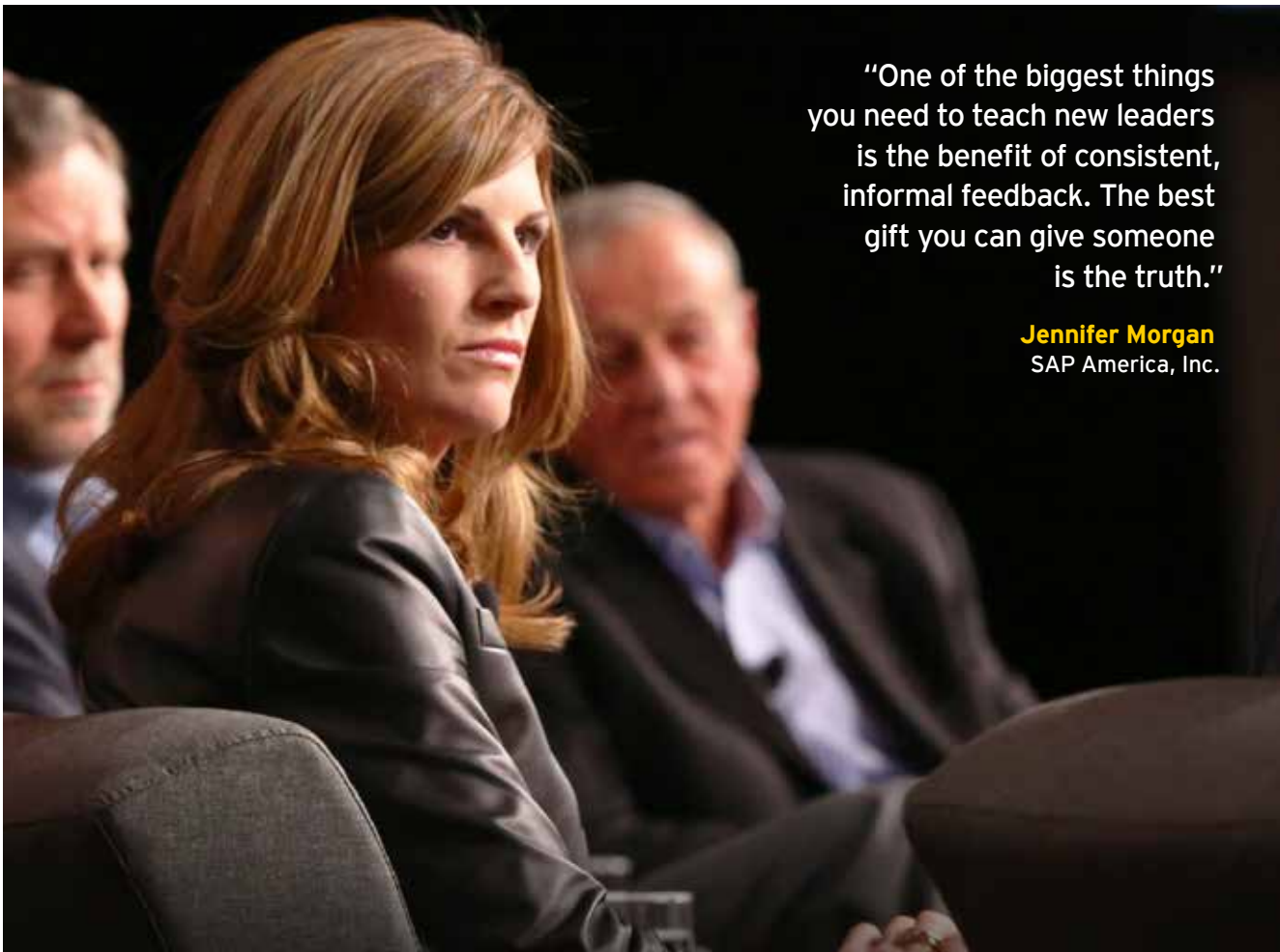
Values, culture and transparency are top of mind for the executives on the "Leadership matters: what's on the mind of leading CEOs" panel.

One hot topic was the rising millennial generation and its far-reaching influence. "Millennials believe in self-expression and having a purpose in their work," said Fedele Bauccio of Bon Appétit Management Company.

Culture-building is a major goal for Paul Grangaard of Allen Edmonds Corporation, who works hard to create a positive, upbeat work environment. "My best piece of advice," he said, "is to say hello to everyone you work with every day."

For Jennifer Morgan of SAP America, Inc., transparency and honesty are huge, particularly when it comes to feedback. "The best gift you can give someone is the truth," she said.

The panel also mentioned the importance of being mindful of what each employee brings to the table. Said Grangaard, "You hire the whole person, not just their productivity."



**"One of the biggest things you need to teach new leaders is the benefit of consistent, informal feedback. The best gift you can give someone is the truth."**

**Jennifer Morgan**  
SAP America, Inc.

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*Jennifer Morgan, President - North America, SAP America, Inc., discusses the importance of feedback with moderator Alan Murray, Editor, FORTUNE. Also appearing on the panel: Fedele Bauccio, CEO, Bon Appétit Management Company; and Paul Grangaard, President and CEO, Allen Edmonds Corporation.*

# Women. Fast forward



## Chasing their dreams

### Entrepreneurs “living the dream”

Jessica Herrin found passion in allowing women to grow in flexible careers. Her company, Stella & Dot Family Brands, relies on independent business owners as direct sellers.

Francois Nader, formerly of NPS Pharma, took the reins of a company that needed a new vision after the FDA did not approve a big-bet drug. He slashed costs and shifted efforts to rare diseases. The company was sold in February 2015 in a multibillion-dollar sale.

David Trone’s original dream was to be an egg farmer, but he had to sell the family farm while in business school. Today he runs Total Wine & More, the largest privately owned alcoholic beverage chain in the US.

“We’re definitely living the dream now,” Trone said.

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*Moderator Deborah Norville, Anchor, Inside Edition, interviews Francois Nader, MD, former CEO, NPS Pharma; Jessica Herrin, CEO and Founder, Stella & Dot Family Brands; and David Trone, Founder & President, Total Wine & More.*



“US business has been so incredibly successful. If we did that with only half of the talent pool available, what would we be able to do when we tap into 100% of the talent pool?”

**Charlotte Guyman**  
Berkshire Hathaway



# Women. Fast forward

## Moving on from the “locker room”

Gender parity is a top-five issue for many CEOs and boards, according to Steve Howe, EY US Chairman and Americas Managing Partner.

In “Women. Fast forward: gender parity and business value,” panelists’ practical suggestions for improvement included getting rid of a “locker room” mentality; instituting training, mentoring and sponsorship programs for high-potential women; making team-building events more inclusive and family-friendly; carefully examining your culture for unconscious bias and working to eliminate it; and measuring how gender parity impacts business results.

“US business has been so incredibly successful,” said Charlotte Guyman of Berkshire Hathaway. “If we did that with only half of the talent pool available, what would be able to do when we tap into 100% of the talent pool?”

*Moderator Uschi Schreiber, EY Global Vice Chair – Markets and Chair of the Global Accounts Committee, discusses gender parity with panelists James Segil, Co-founder and former President, EdgeCast Networks; Lorraine Segil, Board Member, Frontier Communications; Charlotte Guyman, Director, Berkshire Hathaway; and Steve Howe, EY US Chairman and Americas Managing Partner.*



“We owe it to ourselves and to our employees to stop for a minute and celebrate. ... Don’t wait for the big success, just celebrate the small one.”

**Francois Nader**  
NPS Pharma

# Thought-provoking insights

Titans of business, politics, sports and entertainment delighted and inspired EY Strategic Growth Forum attendees throughout the week with insights and anecdotes on everything from the US and global political environment to effective team management and collaboration. Our speakers and panelists also shared tales of personal and professional perseverance and guidelines for success, along with their own tactics for accelerating agendas in the ever-changing world around us.



**Rorke Denver**  
Commander in the SEAL Reserves and author

“The higher you go up in the chain of command,  
the more people you are in service to.”

**Rorke Denver**



**Lisa Bodell**  
CEO, futurethink, and best-selling author



**Dean Ornish, MD**  
Founder and President, Preventive Medicine  
Research Institute, Clinical Professor of  
Medicine, UCSF



**Julia Louis-Dreyfus**  
Multiple Emmy Award-winning actor



**Michael Strahan**  
Pro Football Hall of Famer and broadcaster

“Your happiness is not contingent on what you do or what you have. You have more value in your attitude than in your bank account.”

**Michael Strahan**



**Jim Messina**  
President and CEO, The Messina Group, and former Deputy Chief of Staff to President Barack Obama

**Karl Rove**  
Former Deputy Chief of Staff and senior advisor to President George W. Bush



**Adrian Gostick and Chester Elton**  
New York Times best-selling authors and co-founders of The Culture Works

Special session

# A CEO's guide to going public


Good news was on the agenda as panelists in multiple sessions predicted that, as confidence in the US economy continues to rise, entrepreneurs will find ready access to capital through IPOs, M&A and private investors.

Guidance for going public was summed up by a panelist who said preparing for an IPO is like getting ready for bathing suit season – it forces you to work out a little bit.

According to panelists, those workouts should include becoming predictable, pricing correctly, proactively managing risk, building a business model that can scale with you, managing the IPO process and making sure you have the right team and the right syndicate of investors in place, all while staying focused on the core business.

Those are some strenuous exercises for any company, so panelists stressed that before starting down the IPO road, you need to make sure you're really ready – which means being able to achieve positive cash flow within two years and deliver on your promises to Wall Street.

The right mindset even before you begin preparations is key, so think of it as getting ready to *be* public, not getting ready to *go* public. Though difficult and time-consuming, the hundreds of little improvements you make will lead to a successful IPO and give you a real long-term competitive advantage.



*Kimi Iguchi, CFO,  
Sage Therapeutics*







J.B. Pritzker, Managing Partner,  
Pritzker Group

Special session

## Staying power: how do family businesses create lasting success?

Family businesses employ 60% of the global workforce and represent 50% to 90% of the GDP in all free-market economies. With so much at stake, “Staying power: how do family businesses create lasting success?” speakers tackled how family businesses can strengthen and preserve their legacies.

The special program kicked off with family business leaders convening into small groups for facilitated discussions. Each group focused on a top-of-mind topic (succession, growth, governance and cyber risk) and engaged in an intimate dialogue while sharing best practices.

The afternoon included J.B. Pritzker of Pritzker Group, who believes there is no one magic ingredient for keeping the family together – there are lots of things. But one good practice is to give family members the ability to opt out by selling their interest back to the family. If you give them that, then they often will choose to stay in. This keeps the family together if members feel they are not stuck.

David M. Sokolsky of Daisy Brand and Robert Unanue of Goya Foods, Inc. have seen highs and lows with both family and business and offer this advice: maintain your passion while striving for innovation and evolution.

Other speakers espoused the value of partnerships based on mutual understanding and respect, while Rick Cohen of Benco Dental said a defined transition plan provided him and his brother with an invaluable gift: leeway “to figure it out and make mistakes.”



“Time has to be your friend, not your enemy. If you’re starting on this journey, realize it’s not going to happen tomorrow. You need the gift of time.”

**Garry Ridge**  
WD-40 Company



# Heard in the tracks

Panels of esteemed business leaders and entrepreneurs from across the country gathered at the Forum to accelerate thinking on a variety of topics ranging from talent strategies and global expansion to innovation and digital transformation. The result? A rich, complex, interactive conference that drove attendees to rethink models, work smarter, embrace the future and appreciate the legacies that have shaped (and continue to shape!) our lives and the communities where we live and work.



“Don’t confuse activity with productivity.”

**Harry Kraemer**  
Kellogg School of Management Professor,  
former CEO, Baxter, and best-selling author





“Business is global,  
trust is local.”

**Keith Krach**  
DocuSign, Inc.



“The one thing that holds constant is that  
there’s not a specific recipe that you can  
use to ensure success. You spend the time,  
you have the commitment, and then great  
things will happen.”

**Derrick York**  
Caterpillar Inc.



“The worst thing  
that can happen to a  
company going public  
is to lose sight of their  
core business. My  
one piece of advice  
is focus on your  
business.”

**Scott Skidmore**  
Barclays





# Around the Forum

Accelerated thinking is a hallmark of the Strategic Growth Forum, and 2015 was no exception. Forum attendees experienced days filled with panel discussions and interviews on topics as far-reaching as health care, succession planning, youth entrepreneurship, management strategies and dozens more that impact attendees, their businesses and their communities. We capped each day with exciting events that included a private concert with rock band OneRepublic and a black-tie gala celebrating the EY Entrepreneur Of The Year National Award winners.





# Overall Award winners



*Michael J. Kacsmar, EY Entrepreneur Of The Year Americas Program Director; Andy Bechtolsheim and Jayshree Ullal, Arista Networks; and Steve Howe, EY US Chairman and Americas Managing Partner*

## Arista Networks

Santa Clara, CA | Founded: 2004

### **Andy Bechtolsheim**

Founder, Chief Development Officer and Chairman

### **Jayshree Ullal**

President and CEO

## Up, up and away

With Arista Networks, Andy Bechtolsheim had a very specific goal in mind: to build an IT company led by engineers that would provide disruptive, innovative solutions for the world's largest networking challenges. Over the next four years, he focused on building the foundation for Arista's network switching technologies. In 2008, he tapped industry leader Jayshree Ullal, a former Cisco executive, to serve as President and CEO.

Together, Bechtolsheim and Ullal have perfected the formula that has powered Arista's rapid ascent into the networking industry. The company currently counts more than 3,000 customers. Bechtolsheim and Ullal were named the EY Entrepreneur Of The Year 2015 National Overall Award winners.

Moving to a cloud-based architecture has enabled Arista to offer scalable solutions, a key step in helping global enterprises keep pace with the rapid growth expected in internet traffic over the next five years. And as the threat from hackers and cyber-crooks intensifies, Arista will be challenged to provide more secure solutions for their customers.

"Our vision is to keep innovating, to deliver new capabilities, new features and new functionality to customers that solve their business problems," said Bechtolsheim. And with an entrepreneurial, creative culture that's focused on achieving results, not stroking egos, Arista is already well on its way toward planting its flag as one of the strongest networking companies in the world.



# Category winners



Distribution and Manufacturing  
**Berto Guerra**  
CEO and Chairman  
Avanzar Interior Technologies, LTD  
San Antonio, TX  
Founded: 2005



Real Estate, Hospitality and Construction  
**Adam Neumann**  
Co-Founder and CEO  
WeWork  
New York, NY  
Founded: 2010



Emerging  
**David Royce**  
Founder & CEO  
Alterra  
Provo, UT  
Founded: 2012



Retail and Consumer Products  
**Reade Fahs**  
CEO



Energy, Cleantech and  
Natural Resources  
**Eric Dee Long**  
CEO  
USA Compression  
Austin, TX  
Founded: 1998



**Bruce Steffey**  
President and COO  
National Vision, Inc.  
Duluth, GA  
Founded: 1990



Family Business  
**Andrew D. Peykoff II**  
President & CEO  
Niagara Bottling, LLC  
Ontario, CA  
Founded: 1963



Services  
**Y. Michele Kang**  
Founder and Chief Executive Officer  
Cognosante  
McLean, VA  
Founded: 2008



Financial Services  
**Alfred P. West, Jr.**  
Chairman & CEO  
SEI  
Oaks, PA  
Founded: 1968



Technology  
**Andy Bechtolsheim**  
Founder, Chief  
Development Officer  
and Chairman



Life Sciences  
**Jean-Jacques Bienaimé**  
Chairman and CEO  
BioMarin Pharmaceutical  
Novato, CA  
Founded: 1996



**Jayshree Ullal**  
President and CEO  
Arista Networks  
Santa Clara, CA  
Founded: 2004



Media, Entertainment  
and Communications  
**Maggie Wilderotter**  
Chairman and CEO  
Frontier Communications  
Stamford, CT  
Founded: 1935

"Our vision is to keep innovating, to deliver new capabilities, new features and new functionality to customers that solve their business problems."

**Andy Bechtolsheim**  
Arista Networks



# EY Entrepreneurial Winning Women™

The Forum was humming with excitement as the EY Entrepreneurial Winning Women Class of 2015 was introduced by Steve Howe, EY US Chairman and Americas Area Managing Partner, and Kerrie MacPherson, Principal, Ernst & Young LLP, and North American Entrepreneurial Winning Women Executive Sponsor.

Now in its eighth year, the program has inducted 83 women entrepreneurs in the US and Canada. Their companies now have total combined revenue that's 54% higher than when each first joined the program. Entrepreneurial Winning Women has since expanded to

more than 30 countries, including Brazil, Israel, South Africa and Turkey.

"The women entrepreneurs in this exclusive group are at the vanguard," MacPherson said. "In terms of revenue, they are already in the top 2% of women entrepreneurs in the US and Canada."

The program selects high-growth women entrepreneurs with the potential to scale, she explained. "An evergreen executive education program gives them the insights, know-how, advisors and community of peers they need to do it."



## Venture Capital Award of Excellence™

Venture capitalists provide more than funding; their knowledge and experience help turn entrepreneurs' vision into reality, lead to the creation of new jobs, and have a profound and growing impact on the US economy as a whole. Investment levels for the first nine months of 2015 reached \$54.6 billion, already nearly eclipsing the \$57.6 billion invested in all of 2014.

### 2015 award winners:



**Dr. Richard Heyman**

CEO  
Aragon Pharmaceuticals, Inc.  
Seragon Pharmaceuticals, Inc.



**Adam Neumann**

Co-Founder and CEO  
WeWork



**Marcus Ryu**

Chief Executive Officer,  
President and Co-Founder  
Guidewire Software, Inc.





*EY's Kerrie MacPherson (left) and Steve Howe (right) announce the Class of 2015: Susan Catalano, Ariel Garten, Nikki Barua, Aneela Zaib, Alissa Bayer, Leah Garrad-Cole, Claudia Mirza, Jody Greenstone Miller, Lisa Falzone, Rachel Mielke, Anne Wagner and Michelle Vondrasek.*



*EY's Michael J. Kacsmar (left) and Herb Engert, EY Americas Strategic Growth Markets Leader, congratulate Melissa Ruiz-Vera, CEO of Vera Natural, on using a family recipe to create value.*

## NFTE

### **Melissa Ruiz-Vera** Vera Natural

EY supports young entrepreneurs through NFTE – the Network for Teaching Entrepreneurship.

Melissa Ruiz-Vera is the CEO of Vera Natural, a company that creates all-natural, homemade body creams. It was her father who introduced her to her grandmother's hand and body cream, which inspired her to start an all-natural skin care business based on the family recipe.

"We as entrepreneurs have this indescribable passion inside of us, a need to create value while making a difference," Ruiz-Vera said.

Ruiz-Vera hopes entrepreneurs reconnect with the passion that started their journey, and work with other young entrepreneurs to find their success.

# #trending



**Rorke Denver**  
@RorkeDenver



Unreal event with EY at their #SGFUS. Even more special on #veteransday. Onward.

4:42 PM - 11 Nov 2015



**Charlie Batch**  
@CharlieBatch16



Great way to end afternoon sessions at @EY\_Growth with @NFLonFOX @michaelstrahan @curtmenefee #Wakeuphappy #SGFUS

7:30 PM - 13 Nov 2015



**John Cook**  
@johnhcook



Nice job EY. The #sgfus entrepreneur of the year awards are spectacular. Seth Myers is awesome!!

8:58 PM - 14 Nov 2015



**Alan Rihm**  
@alanrihm



Thanks @EY\_EOY #SGFUS for an amazing event, and for the opportunity to meet so many impressive entrepreneurs! @coredial #SuccessStartsHere

1:25 PM - 14 Nov 2015

## Couldn't be there in person? No worries.

Access a virtual, day-by-day look at what took place at the Strategic Growth Forum 2015 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](http://ey.com/us/sgf)

### Connect with us

Follow us on Twitter using @EY\_Growth. You can also find us on LinkedIn and Facebook – search for **Strategic Growth Forum** and share your views on the key issues raised at the Forum.





**Eric Berry**  
@ezberry



Great event by @EYNews – fantastic speakers and attendees at the Strategic Growth Forum #SGFUS. Thanks for the invite!

2:33 PM – 15 Nov 2015



**Lacy Starling**  
@lacyjstarling



Last night, after the amazing @OneRepublic concert, @EY\_Growth has a fireworks show. #SGFUS has overwhelmed me.

10:45 AM – 14 Nov 2015



**Lisa Schiffman**  
@LisaSchiffman



Julia Louis-Dreyfus @OfficialJLD with EY pledging for gender parity at #SGFUS #WomenFastForward

1:33 PM – 14 Nov 2015



**Amish Shah**  
@ASShah



#simonsinek is amazing. #SGFUS thanks for your inspirational words of wisdom.

1:25 PM – 14 Nov 2015

# See you next year!

We hope you will join us at the Strategic Growth Forum 2016, **November 16-20**, when we celebrate the 30th anniversary of the EY Entrepreneur Of The Year Program.

Stay in touch at [ey.com.com/us/sgf](http://ey.com.com/us/sgf) throughout the year for more information.

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## Session sponsors



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SCORE no. BE0298  
CSG no. 1502-1396258

ED 0416

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