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# Entrepreneur®

October-November 2019 / Entrepreneur.com

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**POWERFUL**  
**WOMEN** **P.28**

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18061 Fitch, Irvine, CA 92614

(949) 261-2325, fax: (949) 752-1180

[ENTREPRENEUR.COM](http://ENTREPRENEUR.COM)

Printed in the USA GST File #r129677027

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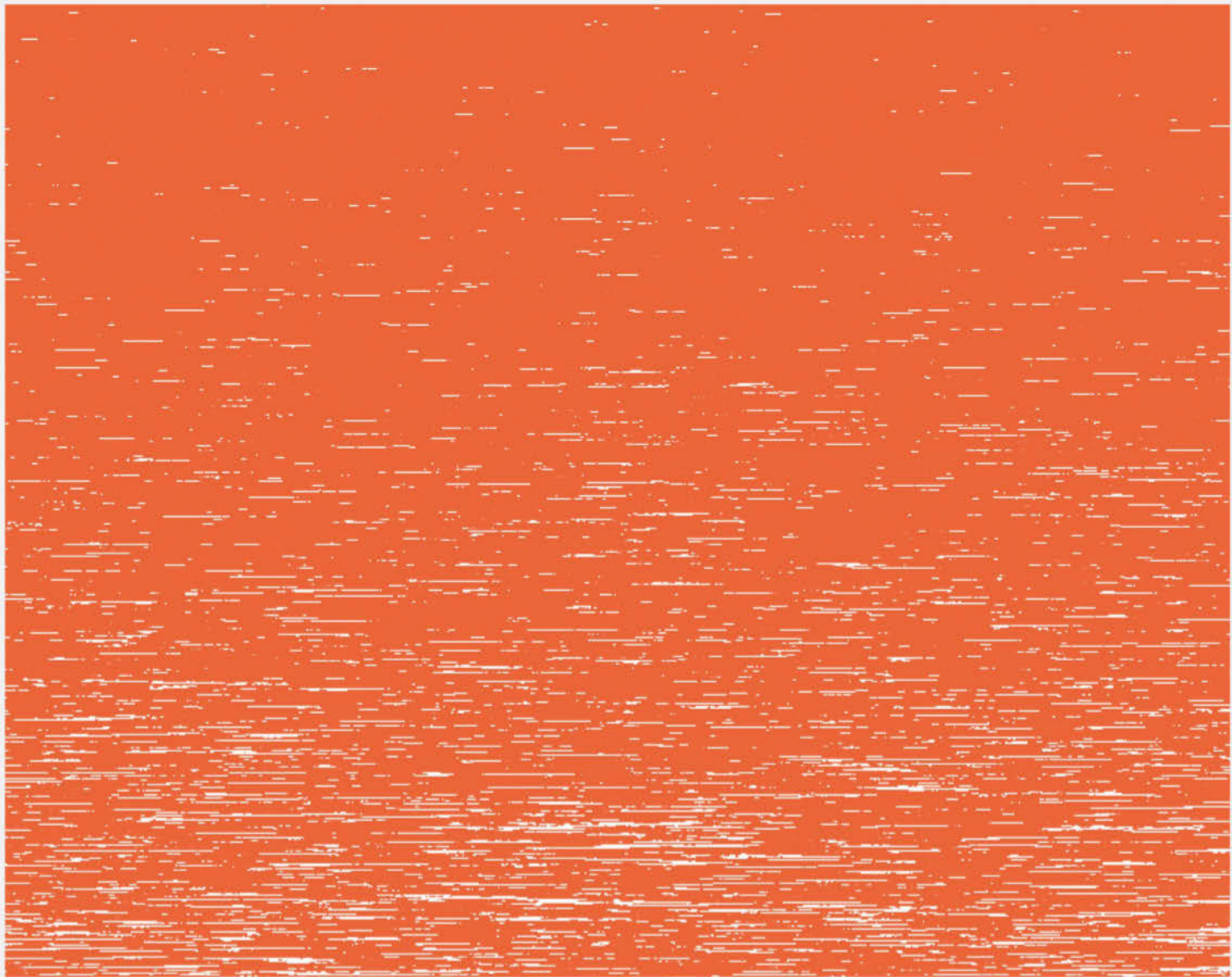
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Vol. 47, No. 7. **Entrepreneur** (ISSN 0163-3341) is published monthly (except for combined issues in Jan/Feb, Apr/May, Jul/Aug, and Oct/Nov) by **Entrepreneur Media Inc.**, 18061 Fitch, Irvine, CA 92614. Periodical postage paid at Irvine, CA, and at additional mailing offices. POSTMASTER: Send address changes to **Entrepreneur**, P.O. Box 6136, Harlan, IA, 51593-1636. One-year subscription rates in U.S.: \$19.97; in Canada: \$39.97; all other countries: \$49.97; payable in U.S. funds only. For customer service go to [entrepreneur.com/customerservice](http://entrepreneur.com/customerservice) or mail subscription orders and changes to **Entrepreneur**, Subscription Department, P.O. Box 6136, Harlan, IA, 51593-1636. For change of address, please give both old and new addresses and include most recent mailing label. **Entrepreneur** considers its sources reliable and verifies as much data as possible, although reporting inaccuracies can occur; consequently, readers using this information do so at their own risk. Each business opportunity and/or investment inherently contains certain risks, and it is suggested that the prospective investors consult their attorneys and/or financial professionals. **Entrepreneur** is sold with the understanding that the publisher is not rendering legal services or financial advice. Although persons and companies mentioned herein are believed to be reputable, neither **Entrepreneur Media Inc.** nor any of its employees accept any responsibility whatsoever for their activities. Advertising Sales (949) 261-2325. **Entrepreneur** is printed in the USA and all rights are reserved. ©2019 by **Entrepreneur Media Inc.** No part of this magazine may be reproduced or transmitted in any form or by any means without written permission of the publisher. Unsolicited manuscripts and photographs will be returned only if accompanied by a stamped, self-addressed envelope. All letters sent to **Entrepreneur** will be treated as unconditionally assigned for publication, copyright purposes and use in any publication or brochure, and are subject to **Entrepreneur's** unrestricted right to edit and comment.





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## Win Over Your Haters

Some people aren't nice. But you can change them. All you need is a little psychology.

**WE'RE TOLD THAT** we should love customer service. We're told that, as entrepreneurs, our passion should be to make people happy. We're here to serve, to solve problems, to spread joy! And that's all true. Good customer service can also be good fun. It's a blast to help someone enjoy the thing you've made.

But let's be honest: Sometimes customer service is not pleasant. Because sometimes *people* are not pleasant. And that's when we, as entrepreneurs, need to kick into a different gear. We need something to help us stay focused—to not get dragged down by frustration.

In short, we need a reminder of what people really want.

When I hear from an angry or unpleasant customer, I play a little game. My goal is to disarm them—to rid them of their anger so thoroughly that, frankly, they're embarrassed to have been so angry at all. This is possible! It's not even that complicated. All I have to do is make them feel heard, because that is what they want most. When you hear them, they will transform. It's magical.

I'll give you a recent example. After the previous issue of *Entrepreneur* magazine, a reader sent me a terse note to complain about a story he didn't like. This happens with some regularity; it's impossible to please everyone. And this person's email followed the typical format from an upset reader: He insulted the magazine, stridently made his point, and then capped it off with a threat: "I won't be

re-subscribing," he wrote.

I have a theory about emails like this. Yes, sure, sometimes a person is genuinely unhinged, and there's no point in trying to reason with them. But most people are reasonable. They're not boiling with untamed rage. Instead, they simply don't expect a response. They don't believe that I (or you, or *anyone*) will actually listen to them, and they're preemptively frustrated by that. Imagine it this way: They're walking up to a door, and they're convinced they won't be let in. So what do they do? They bring a battering ram.

This is why, whenever I see an angry email like the one I just received, I drop whatever I'm doing to respond. I want to catch them off guard. They don't expect me to reply, and they *certainly* don't expect me to reply quickly. So I do—and I always write an email that acknowledges what they said, and then, in a nondefensive way, explains my point of view. I never say they're wrong. I just explain why I made the decision I made.

"Thank you for your feedback," began my response to that upset reader. "We work hard to make a magazine that we hope will be enlightening and informative and surprising for entrepreneurs, and, in doing so, we take our cues from entrepreneurs themselves: We know that entrepreneurs are great risk-takers and experimenters, and so we, too, want to try out new ideas and see how they



land." Then I explained that we took a risk by making the story he didn't like. Some people liked it; others may not have. I can appreciate that, I said.

A few hours later, the angry reader wrote me back. "Thanks for your reply," he began. "I didn't expect one." (See? Told you.) Then he reiterated his point, but softer this time. At the end, he wrote: "Thanks for listening."

I asked the reader if he was otherwise satisfied with the magazine. He said he was. So then, curious to see what would happen, I asked him why he was going to unsubscribe simply because there was one story in one issue that he didn't like. I told him I was genuinely curious; I wanted to understand him, as our customer. His response: "Sometimes I use hyperbole for effect."

In other words, he's not canceling. Maybe he never planned

to. Maybe I talked him out of it. Either way, I succeeded. And he seemed a little sheepish for coming at me so hard.

I have to admit: I find this very satisfying. It's fun to disarm someone! But more important, it's valuable to see how many bridges can be crossed, and how many gaps can be filled, simply by listening. We live in a world full of loud, angry voices. We'll never win by adding another loud, angry voice to the mix. But hearing people out? Opening the door, even when they've brought a battering ram? That's where change really happens. And that matters.

**Jason Feifer**

[jfeifer@entrepreneur.com](mailto:jfeifer@entrepreneur.com)

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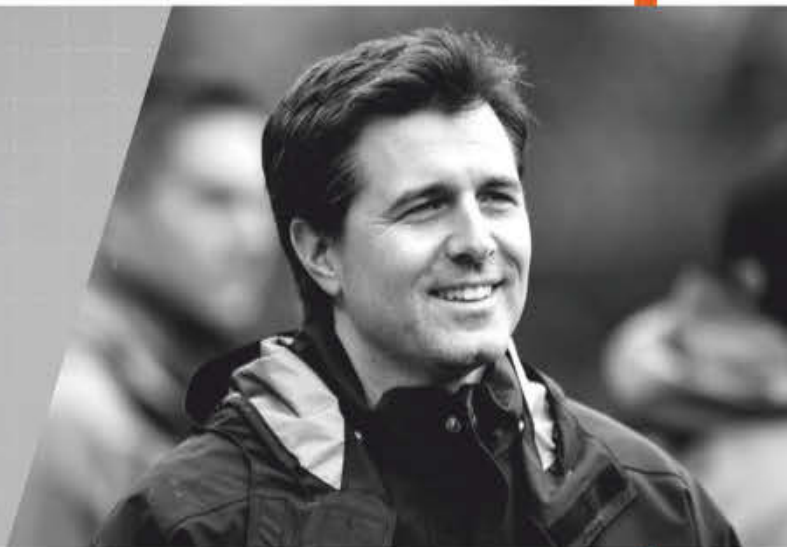
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## What Does Success Look Like?

**Marc Randolph** stepped down as Netflix CEO—and he couldn't be happier about it.

He explains how it happened, and how it made him rethink what a leader really is. **by JASON FEIFER**



**→ FAREWELL, FLIX**

Randolph is loving his post-Netflix career.



**M**arc Randolph speaks with rare humility, like a man with no regrets. “The decision to step down as CEO and bring Reed [Hastings] in,” he says, “was probably the best decision I ever made at Netflix.” Randolph and Hastings cofounded the company in 1997, with Randolph as CEO and Hastings as the company’s main investor and chairman of the board. But two years later, the company was stalled out, and they made an emotionally fraught change: Randolph stepped aside to become president (and would leave the company four years later), and Hastings stepped in as CEO. The company thrived, and Hastings became the man to reap most of the glory. Now Randolph has a new book, *That Will Never Work*, which tells the history of the company—and in this interview, he talks about that humbling moment, and what it taught him about his true callings.

**Tell me how you came to step down as CEO.**

I was working in my office. It was five or six o’clock at night, and Reed came back from some meetings he had over in San Jose. He came into my office and closed the door, flipped open a PC, and began running me through a PowerPoint. And at first I couldn’t quite understand what was happening. But what I realized eventually was that he was starting to make the case that the company might be stronger were he to come in as CEO.

**That’s an interesting way of doing it! Usually, you’d sit someone down and say,**



**“Listen, we have to have a serious talk.”**

Reed was building a shit sandwich. You basically insulate the difficult message in between two pleasant messages. You lay down that first piece of bread, about all the great things someone’s done. Then you put down the shit, which is “Here’s what’s not good.” And then you close with that second piece of bread about “But of course, here’s all the positive benefits that will come.”

At one point, I remember saying, “Reed, I can’t believe you’re coming in and proposing that you take over.” And he says, “No, no; you have the wrong impression—I’m proposing that we run the company together.” He’d come in as CEO and I’d be president, and we’d do things jointly. I think his point was that the company would be infinitely stronger with two people there full-time working on it rather than one.

**What did you do afterward?**

I remember sitting in the dark for quite a long time, while the office slowly shut down around me. Then I remember driving home and sitting out on my back porch with my wife, having a glass of wine and talking this through—and recognizing that, although it was incredibly painful and disappointing, Reed was right. It would be a stronger company with both of us.

**How did you get through your disappointment so quickly, and come to acceptance? That’s a lot to swallow in one night.**

I was 40 years old at the time. So I was not in my 20s, caught up in the ego of “Look at me, Mr. Big Tech CEO.” I’d had a fair amount of success in my career, and I had a reasonably mature view of my real strengths and weaknesses. And the second thing I began

to recognize is, the dream I had of myself as the CEO of a successful company now might have to be split into two dreams. I was going to have to choose which one was more important—the me-as-CEO part, or the big-successful-company part. And I began to recognize that my obligation wasn’t just my own anymore. I had people who were working crazy hours, giving up personal time, away from their families, all trying to make this dream come true.

But that’s not to say that the next morning, I woke up zip-a-dee-doo-da, clicking my heels on the way to work. This is something that takes a long emotional adjustment.

**Right, because now you had to tell everyone you were**



ALTHOUGH I DEEPLY LOVED THE COMPANY, IT WAS NO LONGER SOMETHING I LOVED DOING. IT BEGAN TO DAWN ON ME THAT WHAT I TRULY LOVED WAS THE EARLY STAGES—AND I’LL BE MODEST; IT’S WHAT I’M ACTUALLY GOOD AT!”

**stepping aside. How did you deal with that?**

I can’t answer that without talking a little bit about culture. The culture at Netflix sprung not from a PowerPoint, not from some manufactured wisdom on paper, but from how Reed and I treated each other—and it was with brutal honesty. As soon as one of us realized the other was right, we’d have this egoless fall-in and recognize, “Of course that’s the right solution.” Culture is not what you say; it’s what you do. That became the Netflix culture: radical honesty. So the only way to present myself was to be very vulnerable and tell the company what was

happening and why I thought this was a good idea.

**And it was a good idea.**

So many of the tremendous accomplishments that set Netflix on its road to success, that moved us from being a startup into being a real company, took place during that period of collaboration. I mean, the transition to truly figuring out the model for DVD rental by mail—subscription, all-you-can-eat, the unlimited, the no due dates, no late fee, the whole personalization algorithm. All that happened because of that collaboration.

**But you left in 2003. Why do that, if the collaboration was so good?**

Little by little, I began to recognize that Netflix was no longer

**entrepreneurs force themselves into roles they’re just not right for because they want to be CEO.**

Tragically, I think very few. The number of people who have successfully scaled a company from dream to post-IPO success—you could list them on the fingers of two hands. I put Reed in that category. Jeff Bezos. Elon Musk. For most people, though, the process of no longer being CEO is an involuntary one. I’ve seen that more times than I like.

**So what advice do you have for entrepreneurs, who may need to take a hard look at themselves?**

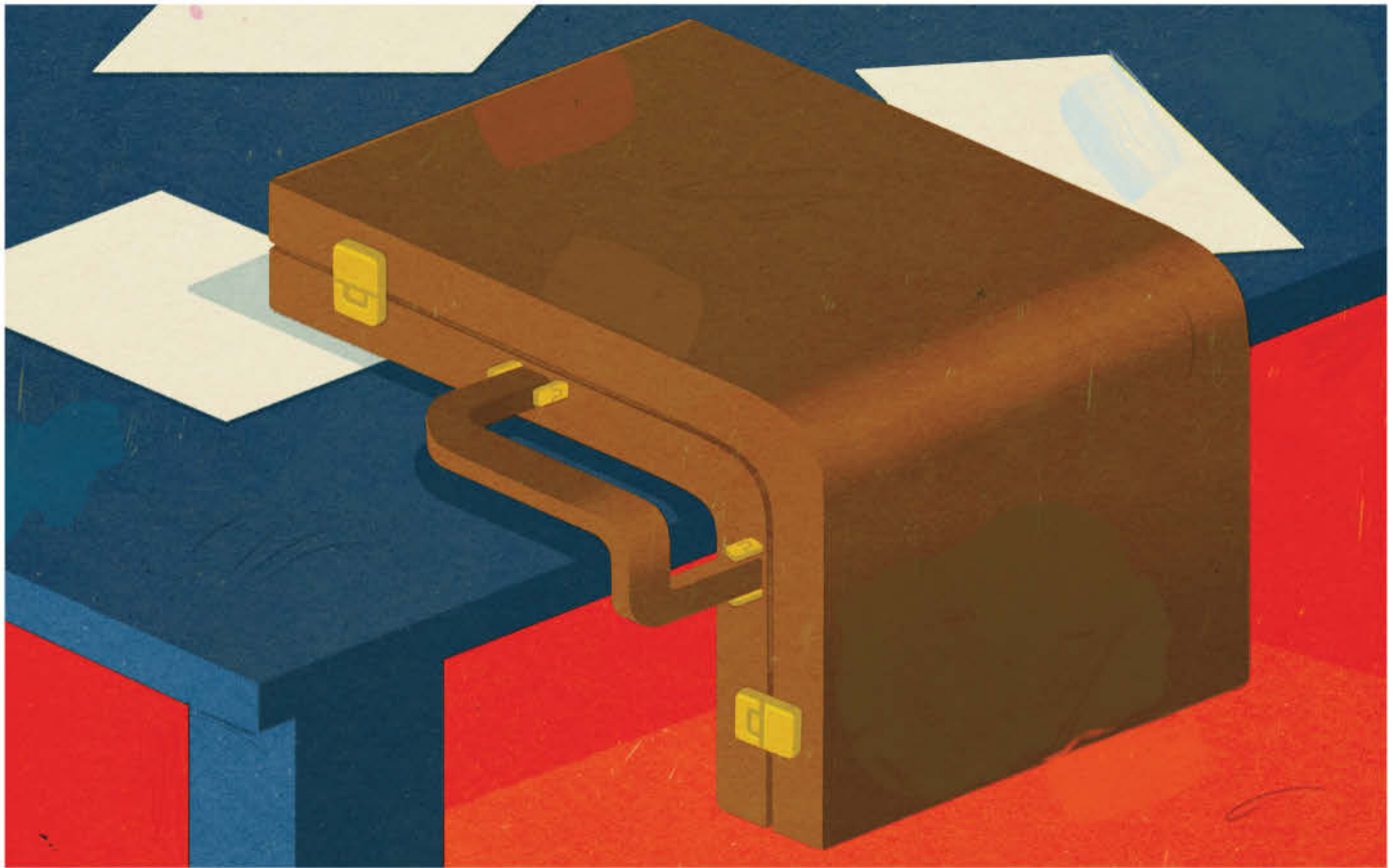
This starts at the beginning. Ask, *Why are we doing the things we do?* If people are doing this because they think

a startup. We were hiring phenomenal people whose skills and abilities were far beyond mine. Although I deeply loved the company, it was no longer something I loved doing. And it began to dawn on me that what I truly loved was the early stages—and I’ll be modest here; it’s what I’m actually good at! Now I spend my days helping other early-stage entrepreneurs turn their dreams into realities, mostly as a CEO coach or a mentor.

**How many people achieve that—finding the thing they love to do, and that they’re good at, and then focusing on it? I suspect most**

they’re going to be rich? Not going to happen. If they think they’re doing it because they’re going to be famous? Not going to happen. You have to do this because fundamentally, you love solving problems. If that’s not the part you like, you’re going to hold on to something unreasonable. But once you’ve accepted why you’re doing this, ironically, it does become easier to accept that *Wow, I just want to be a part of this. I do not need to be running it. I can look objectively at myself and say, “What do I like, and what am I good at?”* And if people are looking for what success is, then spending your day doing the things you love—that’s success.





# Get Out of That Work Slump

Feeling unproductive? Disinterested in the tasks on your desk? It happens. We asked six entrepreneurs how they refocus their energies and get the job done.

## 1/ Take a break.

“We try to focus on the biggest task that needs to be accomplished, but if it’s not going as planned, you’re best off not spending too much time on it. Stop that process, take a step back, regain momentum, then start again.”

—**JAMES PEISKER,**  
cofounder,  
Porter Road

## 2/ Dive in.

“I swim! It’s the best. When you’re underwater, you can think creatively and hear yourself think. I once designed a whole marketing program underwater—and won a not-so-shabby \$25,000 cash award for it!”

—**GABRIELLE MULLINAX,** franchise owner, FastSigns

## 3/ Think small.

“I focus on travel arrangements. It’s a task that has a clear beginning and end and is easy to check off on a to-do list. Finishing even the smallest of jobs helps me clear my head. And since I do most of my business-travel planning myself, there’s always a trip that needs to be booked. If that doesn’t work, wine should!”

—**NANCY EPSTEIN,** founder and CEO, Artistic Tile

## 4/ Breathe deep.

“I try to focus on my breathing and bring myself back to a head space where I am able to accomplish the task at hand. Listening to high-frequency music from artists like Deva Premal and David Sun also helps to lift my spirits and motivate me to get the job done.”

—**HOLLY AGASSI,** franchise owner, Denny’s

## 5/ Go with the flow.

“Unproductive days have historically been frustrating—until I realized that these are the times when my brain is unconsciously cooking up my next idea! Instead of being annoyed by my lack of concentration, I let my thoughts wander and try to feed my brain with new and exciting inputs. I trust my brain knows what it needs to do.”

—**LINDSAY WRAY,** chief science officer, Eighteen B

## 6/ Look to the past.

“When I’m feeling unproductive, I’ll go back to old notes and brainstorm moments that I’ve kept throughout the years. Some are inspirational today, others are a laugh or a success point. But they motivate me to keep going forward.”

—**CHARLOTTE HALE,** founder and CEO, Plum Pretty Sugar





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**LAUREN SCHUMAN /**  
**Senior director of product insights and growth**

“Every Tuesday we do innovation labs, where we brainstorm ways to solve customer problems. We put ourselves in other people’s shoes and wear many hats—a user hat, a devil’s advocate hat, a psychologist hat—and they’re *literal* hats: crazy, glittery, paper top hats we ordered off a party website. It’s an interactive way to problem-solve.”

**SAMANTHA VAUGHN / Employee events coordinator**

“I started the week of our annual kickoff party, and the theme was prom. The dance floor looked like a gym, our mascot in the center and bleachers lining the sides. People dressed up like prom kings or queens. I was on the dance floor, looking around, and I saw a bunch of executives. That was my first real glimpse of Mailchimp: *Wow, these people have fun.*”

**IRIS NEVINS / Software engineer**

“We just built a tool that allows emails to be triggered based off events that happen in our application. Let’s say you’re a Mailchimp client and a customer just purchased an item for the fourth time. Now you can automatically email ‘Congrats on making your fourth purchase,’ and offer a discount.”

# Inside Mailchimp

Interviews by HAYDEN FIELD

**MAILCHIMP WANTS ITS EMPLOYEES** to think creatively—and the company will do just about anything to get its staffers’ minds to open. The online marketing company hosts weekly innovation labs, design studios, and brainstorming sessions. Once a month, a brand-wide “coffee hour” invites employees to explore new ways of thinking via a speaker series that’s featured everyone from rapper Big Boi to a 74-time *Jeopardy!* champ. As a result of all this, departments have learned to embrace unexpected paths to creativity—and the company has grown rapidly, cracking \$600 million in annual revenue. Here’s some of what’s happening at its Atlanta headquarters.





**SARITA ALAMI / Production lead of Mailchimp Presents**

“You never know when a good idea is going to strike, and on my team, we find that shared experience amplifies that. For our last team-building activity, we sat together for an oil painting done in a classical style. Now we just have to figure out where to hang it.”

**DAN KURZIUS /  
Cofounder and chief customer officer**

“I was in Chicago a couple of months ago with a customer who makes these beautiful shoes out of Turkish rugs. Our shopping cart connectivity didn’t work with the way she had her commerce platform configured, so I took a picture of her struggling with that roadblock. I try to capture those emotional moments to help our teams see things from the customer’s perspective.”

**LAUREN SIBILLE / People systems analyst**

“I got into this industry as an HR coordinator, so I did the admin side of things—background checks, the interview process, employee life cycle maintenance. I came from a small but formal company, so what I really loved about joining Mailchimp is the lack of formality. I can just walk up to someone and have a brainstorming session.”

**JOSH PENNY / Corporate citizenship manager**

“We run Mailchimp Community College with the Community Foundation for Greater Atlanta. A group of employees spends eight weeks learning about Atlanta, then gives \$200,000 in grants to local nonprofits. It’s incredible to see employees wrestle with complicated issues, think through how to be helpful, and then act.”



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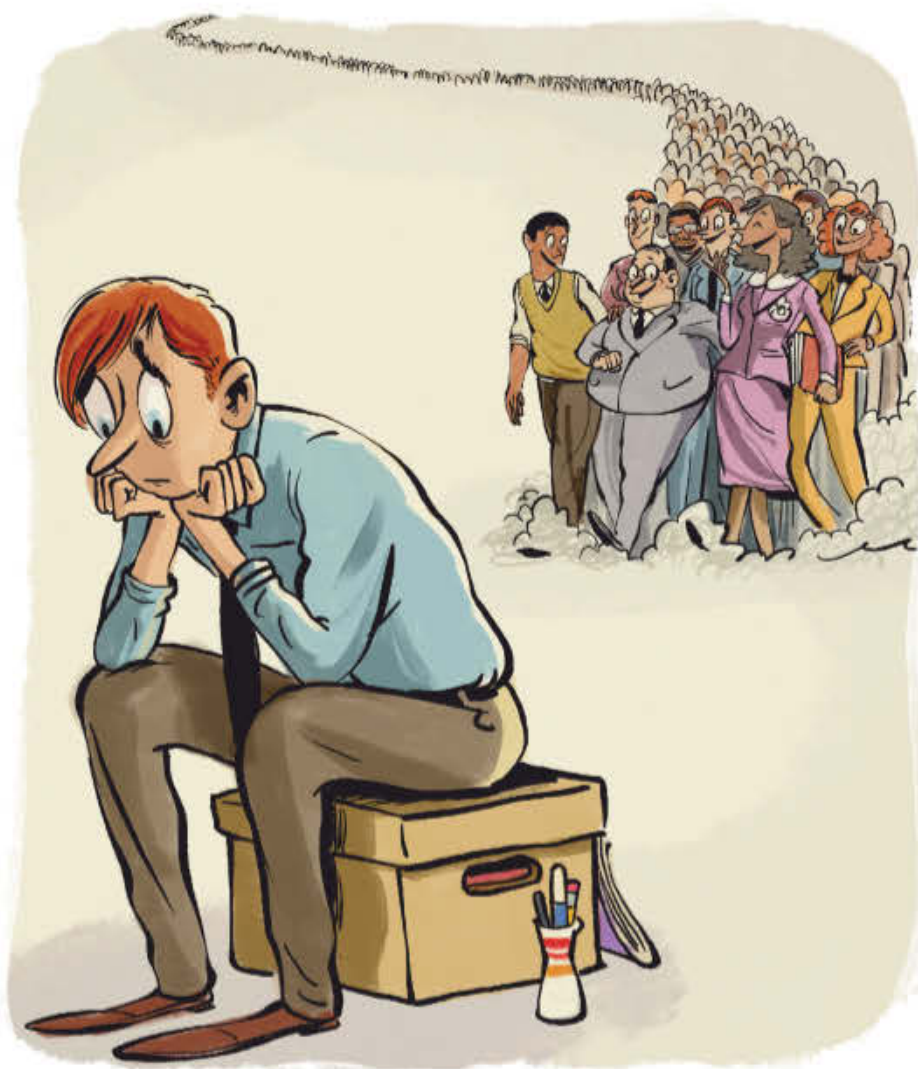
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# Networking Is the Best Insurance Policy

When I lost my job, I felt like I lost everything. But I hadn't. Here's how I built a network that helped me rebound even stronger—and build a seven-figure podcast business. **by JORDAN HARBINGER**



**I**n 2018, I had my dream gig: I hosted a podcast that reached millions of listeners and gave me access to the world's most inspiring entrepreneurs.

Then my relationship with my business partners fell apart, and they emailed me to say I was fired. With that, I lost my livelihood, my calling, and my very sense of identity.

For weeks, I sat on my couch dreaming up ways to reclaim my show. But I couldn't; it was gone. Then I realized there was something *I hadn't* lost: my relationships! I'd met incredible people

throughout my career. And as I reached out to them, they'd become the insurance policy I didn't even know I had—an insurance policy that would save me when I needed it most.

In turn, these people made me realize the full power of relationships and the importance of cultivating them.

At first, after being fired, I didn't entirely know what to say to my network. I settled on total openness, because what I needed most was guidance. In dozens of emails and phone calls, I told friends and colleagues about my troubles. In return, they gave me

support and perspective. One of my mentors, a broadcasting veteran, helped me see that if I'd been successful once, I could do it again—and more quickly this time. Another close friend, a serial entrepreneur, encouraged me to move on rather than spending time and energy recovering what I'd had.

I took their words to heart and decided to launch a new podcast. (It's called *The Jordan Harbinger Show*, and it explores psychology, success, and entrepreneurship.) I'd need to rebuild my entire brand, audience, and infrastructure—with no startup capital. So again, I turned to my network. Now I needed their help.

That didn't come easy; asking for help has always made me feel needy and burdensome. But I came up with specific requests for specific people, and I was blown away by the response. Peers lent me their customer service and marketing staffs. Friends spread the word about my new show. I realized that asking for help is a profound, essential act of vulnerability. It made my relationships deeper and more meaningful. We were all in this together. And the results were amazing: With my network's help, the new show quickly rose in the podcast charts. We now enjoy six million downloads per month, generating a seven-figure revenue.

The experience made me reflect on something an old colleague said. He described networking as “digging the well before you're thirsty”—that is,

constantly cultivating trust and loyalty with the people around you, with no immediate expectation of return. I'd done a version of this in my career, though never strategically. Now I understood its full value and decided to double down.

I created a system I call Connect Four. Every day, I text four people from the bottom of my text message inbox to reconnect. “Hey! Been a while,” I'll write. “What's the latest with you?” We rekindle our connection, and I try to spot an opportunity to be of service. For example, I recently introduced a talented freelance writer to an investor friend who's planning a book, and I connected two newly engaged friends to the best wedding planner I know.

To stay on top of my communication, I use a CRM called Contactually. It's made for real estate agents, but I find it useful. Tools like this help me track my emails, follow-ups, and scheduled conversations, so I can follow through on my commitments over long periods of time. That might sound like overkill, but once I learned how important consistency and breadth were in my relationship building, I realized I'd need to implement strong processes to manage it.

Now, with these habits, I'm constantly engaging and expanding my network. I think of it as a premium I pay (and that I love to pay!) for my insurance policy today. It'll help me in ways I can't possibly imagine tomorrow.



# Build a Better Sales Force

What do you do if you can't make the sale? Take a look at who's selling. That's how **Her BlueWear** sold its products to cops—by building a team its customers would trust. **by JORDAN HELLER**

**D**enise Czack knew sales. She'd been a sales manager at multiple companies, in multiple industries. So when she launched her own startup, she expected her expertise to easily carry over. Czack's business, Her BlueWear Uniforms, makes apparel for female cops—so for one of her first-ever sales trips, she went to a conference attended by 300 female cops and tried to make the pitch.

"I sold a measly five pairs of pants," she says. Her cofounder and sister-in-law, Tanya Czack—who's a police officer in northeast Ohio—wasn't surprised. "When Denise and I went into business together, I told her that the biggest problem with selling to law enforcement is that we're suspicious of what people say," she says. "That's part of the job."

But Denise and Tanya knew they had a product female cops

would want. It was inspired by an experience Tanya had not long ago, when she was on duty in pursuit of a perp. She snagged the crotch of her uniform on a piece of fencing—because her pants, like most pants female officers wear, were actually designed for men. "I ripped my pants from appetite to asshole," says Tanya. She caught the perp but returned to the station with her hot-pink thong exposed. That's what got Tanya and Denise to begin conceiving of Her BlueWear.

So the Czacks decided to run an experiment. A few weeks after Denise's sales failure, she and Tanya attended another female-focused law enforcement conference, in Nashville—but this time, Tanya took the lead on sales. "I was telling an officer about the quality of [our] material," Tanya recalls. "I said, 'You know, mid-shift, when your gun belt starts to drag, most uniform

pants will stretch. These won't.' When the customer realized I was a fellow officer, her guard came down. The rest was easy."

They sold 45 pairs of pants that day, and got the police chief of Knoxville and a sergeant from Nashville to try the pants and then recommend them to their departments. The experience sparked a complete overhaul of the Czacks' sales strategy. They set out to build an army of saleswomen—every one of whom was a police officer.

As the cofounders saw it, the idea was a win-win: Police work often comes with low pay and unpredictable hours; a recent study found that 80 percent of departments allow moonlighting, with tens of thousands of officers across the country logging extra hours with private employers.

"I always saw Tanya juggling part-time jobs, working in the middle of the night as

security," says Denise, who worried about the risky nature of these kinds of side hustles. "I wanted to help get these women officers off the street."

They got to work recruiting rank-and-file officers across the country, offering part-time, commission-based sales. Their growing team has since attended trade shows with the Czacks, held pop-up sales in local police departments, and even promoted the gear on their social media accounts.

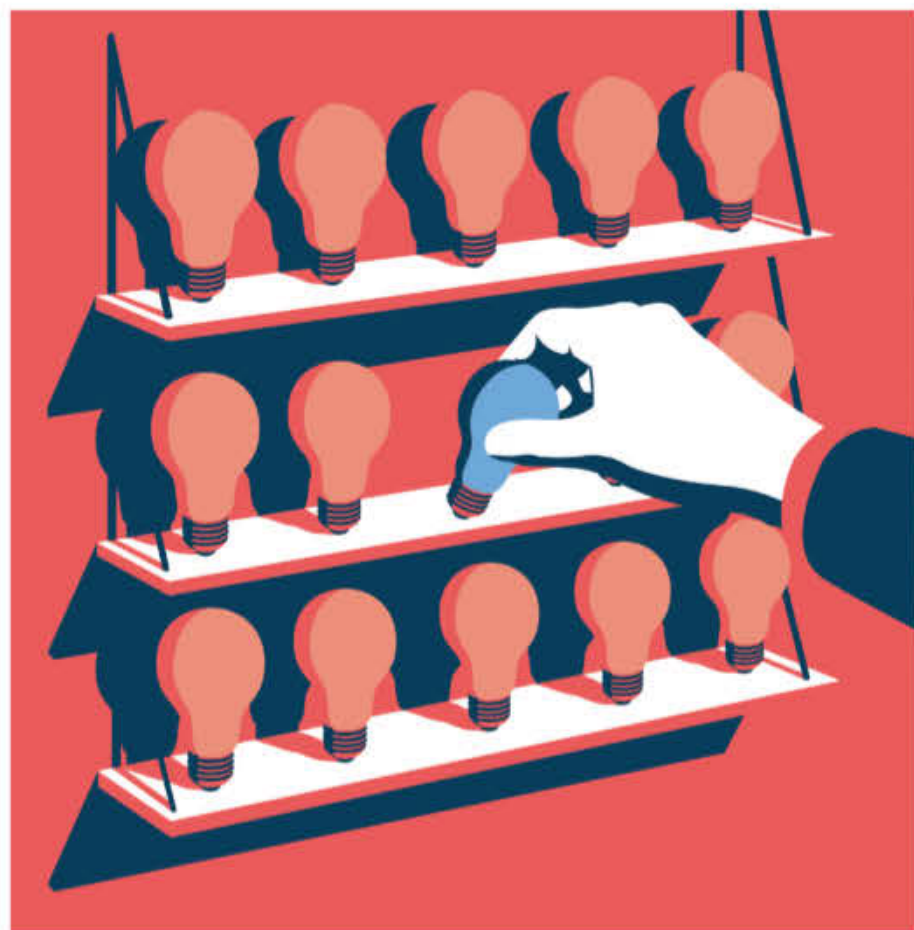
So far, the strategy is working. The team has sold pants to officers in Phoenix, Seattle, Minneapolis, Cincinnati, and more. And with more than 320,000 women officers nationwide, the Czacks see nothing but room to grow.

"We're the only company filling this need," Denise says. "The trick is to have salespeople who can break down our customers' guard and get them to listen."



# Is My Idea Good?

Should you continue to invest in your product or service, or move on to your next idea? Here's how to search for (and find!) product-market fit. **by ADAM BORNSTEIN**



achieved. Conversely, just because you haven't exploded with growth doesn't mean you're *not* on the right path. So how do you know when you should double down?

## 1/ Start with your product or service.

Too many businesses try to find a soft spot in the market and *then* develop a product. But there's too much variability and unpredictability. Instead, have a clear idea of what product you want to create, whom you want to create it for, how it will work, and why they will care.

If you don't know who your core consumer is and how they live, it's very hard to believe your "why" will be accurate.

Where do you get this information? Glad you asked.

## 2/ Leverage your customers.

Too many founders want to get things perfect right out the gate, and this is a massive mistake. You need to create a product and *then* iterate. There are many ways to do this, but your greatest tool will always be the same: analytics and insights.

Get your product in front of people, and then listen to them. It's not enough to just ask if they like it; oversimplified answers can give you inaccurate results. Instead, go deep. Net Promoter Score is a great system to do this; it's a way to survey users (and non-users!) to learn exactly how they think.

You need to know everything

about your audience—what they read, how they process, and what they would tell their friends. Every detail crafts a clear picture of what's working, what's not, and what gaps remain.

## 3/ Assess your market.

Once you know your product and your target audience, it's time to understand if you're in the right market. Start with three simple questions: How many users currently exist? What is the potential for new users? What are the barriers to user acquisition?

Remember that the right market isn't just one with growth potential—it's one that you can also understand well. As you search for your fit, make adjustments to rise above the noise and become your consumer's hero. To do that, you must be able to identify which details, designs, or iterations will strike a chord and make a lasting impact.

**AS A RULE**, give yourself 12 months to see if you can find product-market fit. Business is a game of survival. If you go in knowing you'll need to scratch and claw your way through it, you can put in the work and increase the likelihood that what you've created will be a success.

*Adam Bornstein is the founder of Pen Name Consulting, a marketing and branding agency, and the creator of two12, a mentorship experience for entrepreneurs.*

**Q**

I've spent a year investing in a new product, but it just isn't getting anywhere. What's next? Do I just keep at it?

—KARL, PITTSBURGH

**IN NEARLY** 10 years of consulting, there's one question I wish more clients asked: *Is my business idea a good fit for the market?*

This is the first place we start when working with a client. A company has to identify core customers, understand how to engage its audience, and build a custom plan that sells the benefits of a business or a product.

But you can't truly scale until you've found product-market fit—that magical match when people simply can't get enough of what you're offering. It's the Holy Grail for businesses, and often completely misunderstood.

Recognizing product-market fit is a superpower, and also super difficult. Just because people are buying what you're selling doesn't mean it's been





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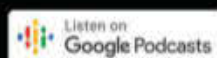


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# 4 Tips for Turning a Side Hustle into a Full-Time Business

Turning a side hustle into a full-time business takes an extraordinary amount of sacrifice and dedication. However, successful entrepreneurs must have more than just exceptional levels of passion. They need the right tools and know-how to truly transform a side hustle into the business they've always dreamed about.

To better understand the mindset of an entrepreneur who turns a side hustle into a full-time venture, business insurance provider Hiscox surveyed 400 small business owners whose businesses began as side hustles. The result is the 2019 Hiscox Side Hustle to Small Business™ Study ([hiscox.com/sidehustle](https://www.hiscox.com/sidehustle)). Below are some of the best stats and tips gleaned from the report.

## 1. Be in it for the long haul.

On average, respondents to the Hiscox survey said they spent 19 months putting in extra hours and operating their side hustle before quitting their full-time job. Respondents said it then took another seven months after launching their own businesses before they managed to hire their first employee.

From there, entrepreneurs said it took an average of three years for them to earn the

same annual income they earned at their last full-time job. For some people, that's a long time. It's up to you to make all the effort worth the wait.

## 2. Be money savvy.

If it takes three years to start earning a similar income to what you're used to, learning to manage personal finances is key so you can survive that initial income drop. Track your expenses to identify spending that can be eliminated or reduced, and create a budget to make sure you remain within your spending guidelines. Consider utilizing a cloud-based expense management system to keep everything organized and in one place.

It's also a smart idea to have at least six to 12 months of living expenses in savings—more if you think your business may take longer to get off the ground.

## 3. Improve time-management skills.

The average side hustle takes up to 20 hours a week of an entrepreneur's time. Because most (80 percent of entrepreneurs surveyed) don't work on their side hustle during work hours, that means they're putting in at least 60 hours a week total, including their full-time job. That doesn't leave much time for other things.

In order to wear the multiple hats required of a budding entrepreneur and to put in all the crazy-long hours to get everything done, you'll need to manage your time efficiently. Entrepreneurs become successful by managing their time, prioritizing the tasks that generate the most important results.

## 4. Manage risk.

Everything you've worked toward can evaporate in a moment if you don't manage the risks every business faces. Small business insurance can protect you from claims and lawsuits, including defense and business interruption costs, as well as any settlement or judgment.

Even if your business is in the side hustle phase, you can still be vulnerable. Having insurance coverage can help protect what you've built and the long-term goals for your side hustle to become a small business. Thankfully, insurance providers like Hiscox can work with you to provide tailored coverage for your unique business needs.

Visit [Hiscox.com](https://www.hiscox.com) to learn more about how Hiscox can protect your passion so you can transform your side business into a full-time endeavor.



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# WOMEN OWN THE FUTURE

Women know how to fight the good fight—and they won't back down until the job is done. Get to know 100 female-led businesses and brands that are creating change and redefining the rules of success.

## REPORTING BY

Blaire Briody, Liz Brody, Hayden Field, Jennifer Larino, Rebecca Moss, Margaret Rhodes, Stephanie Schomer, Liz Stinson, and Amy Wilkinson

→ **READY FOR BATTLE**

Karlie Kloss, supermodel and founder of Kode With Klossy, is creating new opportunities for young women.







# KARLIE KLOSS

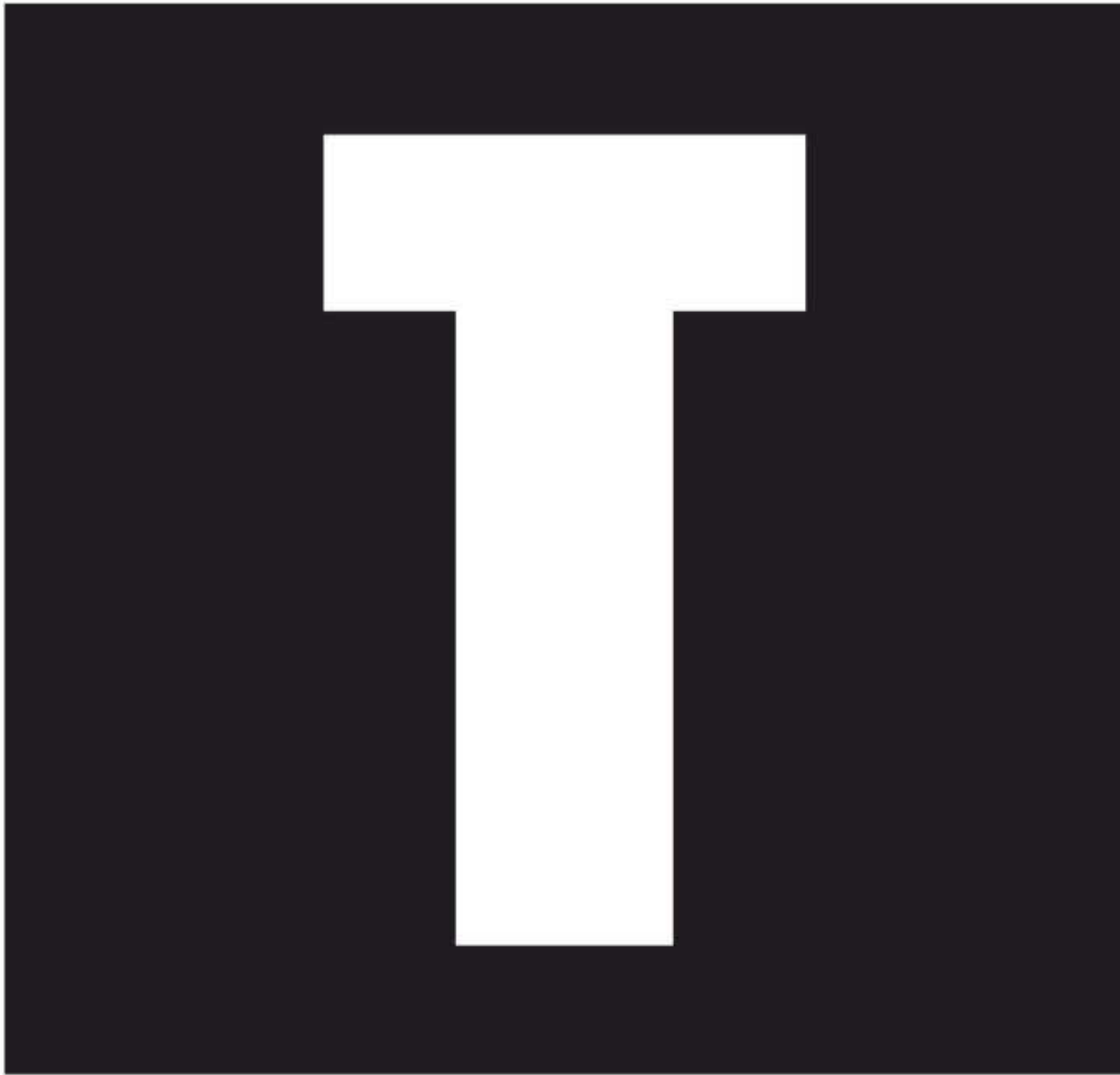
created a coding camp for girls, but the biggest takeaway isn't how to code. It's how to defy expectations.

BY STEPHANIE SCHOMER

# Superhero







**THE VIEW IS** stunning up here, from the 34th floor of this downtown Manhattan office building. Outside the floor-to-ceiling windows, the day is bright and clear. But the 24 teenage girls occupying the space are over it. Their noses are buried in MacBooks, while a soundtrack of Disney hits plays in the background. There's work to be done, after all: They're students at a nonprofit coding camp called Kode With Klossy, and today's assignment is to design and code an online photo gallery.

They're so focused on the task, in fact, that they don't notice when the camp's creator and very famous namesake walks in.

"Hey, guys," says supermodel, *Project Runway* host, and coding enthusiast Karlie Kloss, as she gives the students a friendly wave. The girls seem a bit too stunned to react. Eyes widen as they glance around at each other, quietly nodding with shared enthusiasm. But before they can do much of anything else, the 27-year-old Kloss is checking out their work, bringing her six-foot-two-inch frame to a squat so she can be eye level with her students and their screens. For the next 90 minutes, she asks questions about their code and their plans for the future—though conversation occasionally veers off to Harry Potter and chocolate chip cookies.

If it's all a little surreal inside this room, it

can look even more so from the outside. Kode With Klossy operates in 16 cities and this year alone gave almost 1,000 young women the (free) opportunity to learn a critical skill. It has attracted a wide range of support, though also the inevitable skepticism. Supermodels, after all, aren't supposed to code.

Kloss has heard it before. And she has a straightforward response. "There are a lot of misconceptions about being a model, and how that directly correlates to your intellect," she says. "Yes, I'm a model, yes, I'm a woman, and, yes, I'm interested in these areas. And I think a lot of other young women are interested in these areas, too, and they deserve the opportunity to learn about them and decide for themselves if they belong or not."

Kloss is careful to never claim expertise in the world of computer science. She's an enthusiast. She *can* code, but she considers herself a perpetual student of the craft—and a person not defined by others' expectations. *That*, she hopes, is the sensibility her students will come away with. More than attaining any level of coding experience, she wants Kode With Klossy's attendees to appreciate the power of curiosity and the willingness to ask questions. She owes her career to this instinct, she says. And she'll continue to use it as her professional life evolves.

As Kloss makes her rounds at the camp,

one young coder sings the praises of the instructors but sheepishly apologizes for asking them too many questions. "No!" Kloss says emphatically. "Do not apologize. That's what they're here for. You should *always* ask your questions."

**KLOSS GREW UP** in St. Louis with her mom, dad, and three sisters. At 13, she participated in a local charity fashion show and was, as they say, discovered. By 15, she was walking the runway for Calvin Klein. In the years that followed, Kloss became one of fashion's favorite faces, gracing countless runways and magazine covers. (To date, she's covered various editions of *Vogue* 40 times.)

But by 2014, she wanted more. "I was 21, a bit of a veteran in fashion—it's like dog years—and I just wasn't feeling challenged," Kloss says. "I was so in awe of what was happening in tech but a bit frustrated that I didn't understand it. Why do certain people know how to scale businesses and ideas and problem-solving? What is it that certain people—primarily men, and primarily highly intellectual men, or at least men who are *perceived* to be super smart—are privy to that the rest of the world isn't?"

To answer those questions, she signed up for a two-week coding boot camp at the Flatiron School in New York. Kloss was captivated by the experience. "The way I learned code was very real-world applicable," she says. "Being able to understand the building blocks of [technology]? It turns the lights on. It turned the lights on for me."

In the months that followed, she kept studying. She struck up a friendship with Flatiron School cofounder Avi Flombaum, who helped her along. And as her fluency in code continued to grow, she started to think about how many other women could benefit from the same perspective-changing experience.

"I had an audience of young women paying attention to me on social media and in my career, and I wanted to connect them to opportunities that could really open their minds and open doors in their lives," she says. "It's not only a responsibility but a real privilege to be able to point someone in a direction that could be valuable to them."

But how? Kloss decided to start with what she knew. The summer after she learned to code, she partnered with the Flatiron School to underwrite 21 boot camp spots for young women. She publicized the opportunity on her social media channels and was surprised by the response. Thousands of applications came in. ▶







→ **HEAD OF THE CLASS**  
Kloss plays a “brain break” game with students at one of her coding camps.

This got her thinking about what it would take to reach more women. The first step, it seemed, was to build something herself—something she could eventually scale nationwide. “I had no idea how, or even the intention, to build a nonprofit or anything in this realm,” she says. “I had no idea what I was doing.”

But then again, she didn’t know anything about code until she threw herself into the boot camp. “It’s just been about figuring it out as you go,” she says.

**KLOSS CALLS HER** camp “my nights, my weekends, my day job, my baby.” But at the very beginning, it was just her puzzle. She had no experience building something like this, but she did have an enviable professional network. She counts Diane Von Furstenberg and Anna Wintour as mentors, and has longstanding business relationships with brands including Adidas and Carolina Herrera. So she made some calls and got some direction.

“Like with any business, you focus on an area you understand,” she says. “And as you grow, identify who else out there is doing good work, and figure out how you can align to better accomplish your goals.”

That became her approach. She had a vision; now she needed to piece together the right operational elements. She assembled a team of what would become five full-time staffers, and at first, they simply expanded their partnership with the Flatiron School. In 2016, Kode With Klossy launched as a stand-alone nonprofit, hosting two-week camps for girls ages 13 to 18 in New York, St. Louis, and Los Angeles. In 2017, the program expanded

**“BEING ABLE TO UNDERSTAND THE BUILDING BLOCKS OF TECHNOLOGY? IT TURNS THE LIGHTS ON. IT TURNED THE LIGHTS ON FOR ME.”**

to 11 cities. By 2019, it was in 16 locales.

As Kloss and her tiny team have taken on more and more of the logistics and back-end operations, they’ve required additional partners. The Turing School of Software and Design now helps craft a technical curriculum. Teach for America has also signed on, tapping into its network of teachers, and, with an assist from Kode With Klossy, is teaching them to code, and then training them to *teach* code.

Students—which the program calls “scholars”—apply for a coveted, completely free spot at one of the camps, which aims to select students who otherwise wouldn’t have easy access to these kinds of opportunities. Those accepted spend two weeks learning code, attending workshops on topics like career paths and financial literacy, and building various projects until “Demo Day,” when they pitch their completed websites or apps to their teachers, fellow students, and parents. Past projects have included an app that connects students with

peer tutors and another that helps users locate public gender-neutral bathrooms.

As the guts of the program have become increasingly well-oiled, Kloss has relied on her existing network to make Kode With Klossy’s offerings as robust as possible.

As a brand ambassador and face of Estée Lauder makeup, for example, this summer Kloss arranged for the cosmetic giant’s female engineers to speak to scholars, and created an exercise that allowed them to explore the back-end design of a new digital campaign for the corporation. The partnership provided summer internships at Estée Lauder for two Kode With Klossy alumnae.

Kloss also aligned with Away, the travel startup, which she’s invested in. (Her growing portfolio includes the female-founded brands Lola, which makes feminine products, and SkinTē, a collagen-infused tea.) In 2018, Away launched an exclusive collection of luggage in new colors, designed in collaboration with Kode With Klossy. Sales benefited the coding organization.

Kloss herself isn’t able to visit every camp—she tried at first, but the endeavor has simply grown too big. So she appears where she can and makes sure to FaceTime in with the rest. As she does, and as she’s talked to the girls who attend, she’s come to realize that her program is providing something that she herself lacked as a child.


“I wanted to become a teacher or a doctor, because that’s what I saw: My dad’s an ER doctor, and I had amazing teachers at my public school who really helped me love learning,” she says. “But those were the only avenues forward I saw. So now, for example, we have one scholar who’s a really gifted artist, and when she tells me she wants to go into game design, I’m like: ‘Yes! That is a great application of both of your passions.’”

For Kloss as well as her young scholars, coding boot camps become a portal to a bigger world. For the supermodel, it was an awakening that led her to create one of her own. And now, for the students at that camp, it’s a beginning that can lead anywhere.

**IN SPRING 2017**, Valeria Torres-Olivares was wrapping up her junior year of high school in Princeton, N.J. She’d taken a couple of computer science classes and loved what she learned but found the experience to be isolating.

“I was one of the only girls in my classroom, and I was the only Latina in any of the computer science classes at my school,” she says. “I felt almost unqualified to ask questions, like I should be able to figure them out for myself. ▶



A photograph of three Old Dominion Freight Line employees standing in a warehouse. On the left, a man in a dark green polo shirt and black cap. In the center, a woman in a dark green polo shirt and khaki pants. On the right, a man in a dark green polo shirt and dark blue pants. They are standing in front of a white freight trailer with the Old Dominion Freight Line logo and the number 604640. The text "You promised your customers. We'll help deliver." is overlaid in large white font.

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That can spiral into a lot of self-doubt.”

So she decided to apply to be a Kode With Klossy scholar and encouraged her little sister Kyara, who was 13 at the time, to do the same. (“I wanted her to be exposed to code, but in a different environment,” she says.) They recorded a joint video application and were accepted. The experience changed everything.

“I had never been in an all-female STEM environment before, and I expected some sort of weird competitive vibe to be happening,” she admits. “But it was one of the best learning environments I’d ever been in. My sister and I both fell in love with how collaborative it was. No one was afraid to ask what might be labeled as ‘dumb’ questions.”

Torres-Olivares went all in after that. She spent the next two summers with Kode With Klossy—once more as an attendee, and then as a paid instructor’s assistant. And like Kloss, she immediately knew she wanted to share her knowledge.

With her little sister, Torres-Olivares approached her local library and offered to host and teach free coding classes for kids. That kicked off a new organization, Code Equal, which she launched in Princeton in 2017. It has since served more than 200 students and held workshops at Fordham and Rutgers universities. This year, Code Equal will launch classes in Detroit and Omaha.

“Kode With Klossy has an amazing network of students and instructors, and we have massive group chats where people are always supporting each other,” says Torres-Olivares, who is now a sophomore at Princeton University, where she’s studying computer science with plans to create a custom major that blends the craft of code with public policy. “Because of that, we’ve been able to expand our mission.”

For Kloss, these are the stories that prove the organization’s success—not because former scholars are choosing to commit to code, but because they’re choosing to create their own path. Next, she wants to dedicate more resources to empowering that budding alumnae network and has her eye on programming for girls younger than 13 and for women older than 18.

“In the grand scheme of things, a Kode With Klossy camp is a short two weeks,” Kloss says. “But our scholars take it and run with it. We’re at a point in this organization where we’ve only just scratched the surface, and it’s time to look at what’s working, and innovate and scale. But being able to see impact in even one person? It’s so much bigger than what I ever imagined.” **1**

*Stephanie Schomer is Entrepreneur’s deputy editor.*

## KLOSS’S BOSSES

We asked the model and entrepreneur to identify the women whose work, businesses, and impact she admires. Here’s what she had to say.



### Jen Rubio and Steph Korey

**Cofounders, travel brand Away**

“Jen [left] and Steph [right] have differentiated Away [luggage] from the rest of the industry through their unique approach to design. By combining fashion, technology, and travel, they’ve built a smart, innovative brand.”



### Cindy Mi

**Founder and CEO, education platform VIPKid**

“I deeply admire Cindy’s dedication to democratizing access to education through technology. Her platform gives rise to the foundational tools that shape people’s lives, perspectives, and futures.”



### Fei-Fei Li

**Cofounder and board chairman, nonprofit AI4All**

“AI has the power to transform every industry, but it requires a diverse set of perspectives. I admire Fei-Fei’s commitment to ensuring that everyone can influence AI, from education and research to development and policy.”



### Mellody Hobson

**Co-CEO and president, Ariel Investments**

“Mellody is a true trailblazer, the type of woman and entrepreneur I aspire to be. She’s pushed boundaries and defied expectations at every step of her career, opening doors for businesses across the country.”



### Lilly Singh

**YouTuber and founder, Unicorn Island Productions**

“I am such a fan of who Lilly is as a person and the message she stands for. Nothing’s more powerful than a network of strong women who encourage each other, and Lilly is a huge driver in spreading this idea, inspiring women to support one another.”



### Margaret Hamilton

**Cofounder and CEO, software engineering company Hamilton Technologies**

“Margaret Hamilton’s work in computer science is revolutionary and undeniable—her innovations impact every programmer. She’s expanded the limits of what’s possible in science and engineering.”



### Afton Vechery and Carly Leahy

**Cofounders, at-home fertility testing startup Modern Fertility**

“Afton [left] and Carly [right] have leveraged technology to improve women’s lives and give them greater agency. Their work will impact so many families.”



### Nia Batts

**Cofounder and CEO, beauty bar Detroit Blows**

“Nia has built a business founded on accessibility and community. Aside from being a success in her own right, she’s using the platform she’s built to help advance the entrepreneurial aspirations of other women.”



### Serena Williams

**Athlete and founder, Serena Ventures**

“The world knows Serena first as a world-class athlete, but the work she does off the court is equally impressive. She empowers young women to explore, showing them that we can be many things and pursue a variety of passions.”

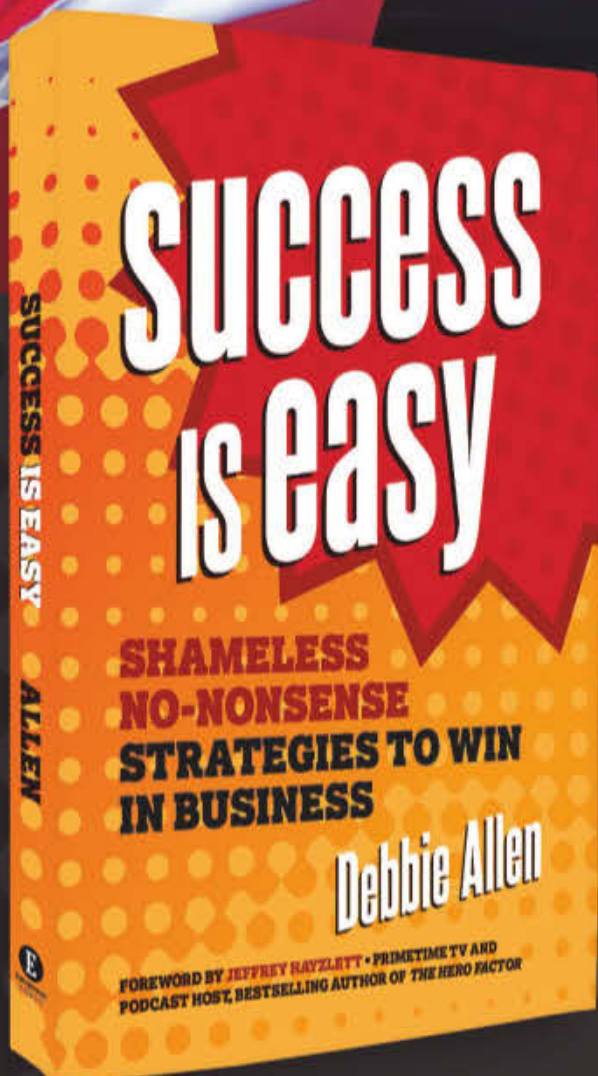


### Brynn Putnam

**Founder and CEO, at-home workout device and platform Mirror**

“Brynn has completely forged her own path, sitting at the intersection of fitness and technology and setting a new standard for her industry.”

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# WHY I'M THANKFUL FOR MY SUCCESS



## VIRAL MUSIC STAR ARLISSA ON THE IMPORTANCE OF FOLLOWING YOUR PASSION AND SHARING YOUR ACHIEVEMENTS WITH THE PEOPLE WHO MEAN THE MOST.

Whether launching a business, a career, a project, or starting a family, success is at the top of most people's minds. However you define it personally, everyone aims to achieve their goals to the best of their ability.

The thing about success, though, is that it is rarely achieved alone. Nothing great is accomplished by one individual on their own. From partners, to advisors, to team members, to friends and family, there is always someone along the way who offers insight or guidance to help the people they care about achieve greatness.

No one knows this better than 26-year-old L.A.-based recording artist Arlissa, whose creative journey started when she was a child living in south London. Arlissa spent her days singing and writing songs as a teenager. By 19, her musical talent was obvious and she signed with a major recording label in the UK.

While her stint with that label didn't ultimately work out, Arlissa persevered,

reimagined her career and—with the help of her closest friends and associates—placed herself on a path for success. Following her breakout viral hit “Hearts Ain't Gonna Lie,” Arlissa signed with Def Jam Recordings.

Earlier this year, Def Jam partnered with the world's most awarded cognac, Courvoisier, on “Amplified: Icons on the Rise,” a campaign honoring the hottest emerging music acts as they share the stage and the reward that comes with rising together. “It's important to do what you love, do it well, and share your success with the people who mean the most to you,” Arlissa says.

## BELIEVE IN YOUR CAPABILITIES.

While signing with a music label at 19 was an incredible opportunity, she says it turned out to be the wrong environment—one in which people tried to market her as a pop singer she didn't want to be. “At that age, I knew what I wanted to do but believed that the people around me had been in the industry longer and knew better,” Arlissa says. “I didn't believe in myself fully.”

Arlissa parted ways with the label. “I surrounded myself with like-minded people,” she says. “When you're working all the time, you're freaking knackered,

but they get it. The push me, they push each other to keep going.”

## SEEK HONESTY, NOT NEGATIVITY.

Pay attention to the people you keep close, Arlissa advises. Recognize people “who always point out when things aren't going well but stay quiet when things are going well.” Those are the last people to surround yourself with—especially when you're working toward a big goal. Don't slow down or veer from your path because of someone else's negativity.

“I have a few people I can turn to, who can be honest and say, ‘that wasn't your best,’ but they also celebrate achievements,” Arlissa says. She calls these people her “chosen family.”

One of those people is her longtime friend, Sam, who “always reminds me to keep moving forward and gives me reason to not doubt myself,” she says. Sam records videos of the songs Arlissa writes and posts them online when she's too nervous to do it herself.

“Success is about learning and growing. When you're sharing success, you learn so much from the people on your team,” Arlissa says. “If you isolate yourself, you lose out on an epic journey.”

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COGNAC HOUSE  
BASED ON THE TOP 25 SPIRITS COMPETITIONS  
FROM 2013 - 2018



# 100 Powerful Women



## Janet Mock

Writer, director, and producer

**W**hen the FX series *Pose* premiered in 2018, it made history and won fans for its authentic depiction of the 1980s New York ball culture scene, a subculture composed primarily of LGBTQ people of color. With it, Janet Mock also made history—as the first trans woman of color to write and direct for a TV series. This June, she signed a multiyear development deal with Netflix, yet another historic milestone for Mock and the communities she identifies with. “Niche is the new universal, and I’m so glad I’m existing and working and creating at a time in which people are eager and hungry for these stories,” Mock says. “I hope [my work] becomes a beacon for anyone out there, like I was, seeking and searching for reflections.” And while she’s ready to develop her own ideas and projects, she knows that she holds a responsibility greater than simply making entertainment. “It’s to bring people in and empower from within: underrepresented voices, bringing them to the writers room and the crew, casting authentically,” she says. “Those are the pillars in which I work and create.”



PHOTOGRAPHS COURTESY OF JANET MOCK





**Nancy Whiteman**  
Cofounder / Wana Brands

**W**hat happens when you add penny candy to a dime bag? Some \$25 million in gross revenue this year. A marketing whiz, Nancy Whiteman launched Wana Brands in 2010 and slowly but surely has turned her cannabis-infused gummies into the top-selling edibles company in the country. But what started as experiments with pot in a 135-square-foot test kitchen (“infused Nutella is really good,” she says) has become a business so booming, it now happens in a facility more than 100 times that size. The company continues to, well, grow like a weed (its three-year growth rate is at 269 percent), thanks to Whiteman’s aggressive moves into new markets. When she considered expanding to vapes last year, she says, “People told us, ‘The world does not need another vape brand.’” But she didn’t listen, and nine months later, those vapes make up 10 percent of the business. This fall, it’s spinning off a new company, Wana Wellness, to make hemp products. “Our first offerings,” she says, “of course will be hemp gummies.”



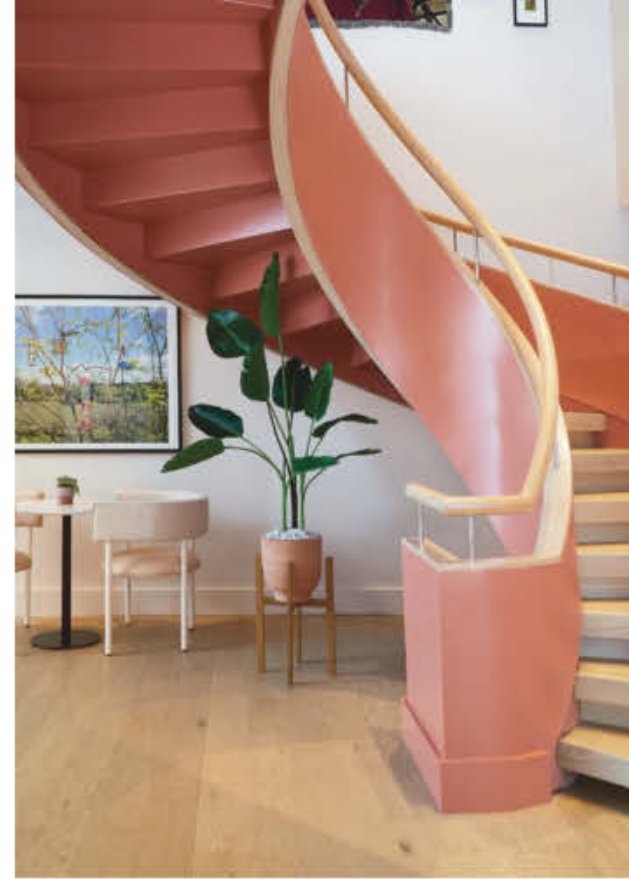
**Melanie Perkins**  
Cofounder and CEO / Canva

**C**anva, the Australia-based graphic design platform, was created in 2013 to help anyone, anywhere—with any level of design knowledge—create and publish beautiful, professional materials. Six years later, CEO Melanie Perkins and her cofounders have made strides. Canva has raised more than \$140 million, is valued at \$2.5 billion, and has 15 million active monthly users around the globe. “We’re now in 100 languages, and a goal for the year ahead is to bring access to every single market,” Perkins says. “We’ve done less than 1 percent of what we think is possible—we’ve got .56 percent of the world’s population on the platform, but we want to empower the entire world.”

## Audrey Gelman

Cofounder and CEO / The Wing

**W**hen Audrey Gelman launched The Wing in 2016 with cofounder Lauren Kassan, she wanted to bring women-focused coworking spaces to cities around the globe. Three years later, The Wing has locations across the U.S., will open its first international outpost in London this fall, and plans to launch a LinkedIn-style platform to help members post jobs and hire each other. One factor driving The Wing’s success? Its in-house design team is made up of women and mothers who use their own experiences and member feedback to inform the spaces’ amenities, lactation rooms, and even café menus. Eighty percent of its furniture is custom-designed with the average proportions of women in mind, and now, New York area developers and landlords are calling on the company to help design female-friendly spaces outside The Wing. “It’s really important as an extension of our mission,” Gelman says, “to take design into our own hands and to do it on our own terms.”



PHOTOGRAPHS BY LAUREL GOLIO FOR GIRLS AT LIBRARY (GELMAN); CANVA (PERKINS); GREEN EARTH PHOTOGRAPHY (WHITEMAN)



# 100 Powerful Women

## THE BIG QUESTION ABOUT DECISIONS

If you could go back and change one business decision you made, what would it be?



“I would be more confident in my own knowledge of the market. Anytime I listened to investors or partners who had *not* operated in Africa but were strongly advising me on switching direction, the company faltered. Our local knowledge is our strongest advantage.”

—**ELIZABETH ROSSIello**  
Cofounder and CEO, **BitPesa**, a platform that uses blockchain to make financial transactions in frontier markets faster, cheaper, and easier



“There are mini moments that come to mind: I wish I’d fought harder when people wouldn’t pay me, pushed back on contract terms, been more demanding of my expectations and needs from the get-go. As a young entrepreneur, you can tend to back down. But you have to have the confidence to get your seat at the table.”

—**JACLYN JOHNSON**  
Founder and CEO, **Create & Cultivate**, a platform and conference series for professional women



“The most valuable use of my time was when I invested in recruiting and retaining great people. If I could go back, I’d literally double down: double the time I spent making sure we have and keep the incredible people that help our business be successful and grow.”

—**KATRINA LAKE**  
Founder and CEO, **Stitch Fix**, the \$2 billion personal styling service



“I would have found ways to monetize sooner. As a social entrepreneur, I was conflicted with my desire to create change while ensuring the sustainability of my venture. I would have conducted a better assessment of my expenses, identified my goal revenue needs, and had a better understanding of how to price and grow a company. It’s hard to give to others when you have a model that burns out you and your bank account.”

—**NATALIE MADEIRA COFIELD**  
Founder and CEO, **Walker’s Legacy**, a platform and collective for women of color in business



“I spent too long doing the safe thing—the ‘right’ degree, the job I ‘should’ take—instead of following my natural talents. I would have made the jump from professional services into business sooner. When I finally made the leap, I got a job working for a CEO who let me run loose, and I found the power to back myself. Now I don’t hold back.”

—**NISHA DUA**  
Partner, **BBG Ventures**, an early-stage fund for tech startups with female founders



“When building a two-sided marketplace, you’ve got the supply side (in our case, restaurants) and the demand side (business professionals buying catering for meetings). It is a chicken-and-egg problem. Which do you have to sign up more of first? In hindsight, I would have prioritized building the supply side first, and attracted a small number of customers on the demand side. Once they’re rabidly loyal, then you have a business.”

—**STEFANIA MALLETT**  
Cofounder and CEO, **ezCater**, a \$1.25 billion online catering marketplace



“I would make my mental and physical health more of a priority. Growing a company means investing emotional energy, time, and sweat, and too often I put the opportunities and needs of the company ahead of my health. But overall health is the key to success, and a company will thrive with a leader who can effectively balance both.”

—**CHARLOTTE CHO**  
Cofounder and chief curator, **Soko Glam**, the Korean beauty marketplace



“I wish I would have hired more senior leaders to help the business grow in parallel. I identify as a builder, so I’m always going to prefer to be in the trenches with the team as we scale, when my time might be best spent focusing on what moves the needle. Having senior leaders enables me to have strategic leverage.”

—**NICHOLE MUSTARD**  
Cofounder and chief revenue officer, **Credit Karma**, the \$4 billion personal finance brand



## Rachel Shechtman

**Founder** / Story  
**Brand experience officer** / Macy's

**F**or years, Rachel Shechtman's Story was the darling story of retail. Her never-ending rotation of themes in her New York store showed how fun brick-and-mortar could be. Then in 2018, she sold her brand to Macy's and joined the giant as brand experience officer. This April, Story popped up in 36 Macy's stores nationwide as a themed shopping space that changes every two months. The first theme—color—was sponsored by Crayola and MAC cosmetics. But Shechtman's work at Macy's is just beginning. "I think of my team as a holding company," Shechtman says. "Story was the first business in our portfolio, and now we're developing new businesses outside the Macy's ecosystem and launching them inside Macy's. Our goal is to create businesses that can scale."



## Trish Costello

**Founder and CEO** / Portfolia

**T**hirty percent of affluent men have invested in entrepreneurial companies; less than 1 percent of women have. That's why, in 2014, Trish Costello launched Portfolia, a platform that aims to bring women into investing. Portfolia has since launched eight funds with up to 249 member investors (who can commit at least \$10,000). Each is led by an expert team; videoconferences keep communication open within the far-flung network. Funds focus on a range of markets, from active aging to women's health, and Portfolia currently has 14,000 more women waiting to join its network, eager to make their first investment when the right fund launches. Costello expects to have 100,000 women actively investing by 2022. "Data shows that men like to invest in novelty, and women like to invest where they're experts," Costello says. "And that's what makes women great investors."



## Kendra Scott

**Founder and CEO** / Kendra Scott

**A**s she designed her first jewelry collection out of her home in 2002, Kendra Scott never dreamed it would become a \$1 billion brand. But today, her eponymous company has a unicorn valuation, 100 stores, and shows no signs of slowing down—though Scott's main focus is about more than baubles. Of the Austin-based brand's 2,000 employees, more than 90 percent are women, many of whom are mothers. Nursing rooms are commonplace at HQ and distribution centers, Kendra Scott Kids provides a children's playroom, and once a year Camp Kendra invites in employees' kids for a day of activities, in which office employees become camp counselors. "If we can support our staff, these women, at this very special time in their lives, we'll have an employee who is incredibly loyal to our brand," says Scott. "We believe in their future." In September, that support expanded beyond the walls of Scott's company, when she announced the Kendra Scott Women's Entrepreneurial Leadership Program in partnership with the University of Texas. The programming will feature speaker series and courses on everything from building a business to advocating for equal pay and will be available to University of Texas students. "We want women to be able to access this information," Scott says.

PHOTOGRAPHS COURTESY OF KENDRA SCOTT; PORTFOLIA (COSTELLO); MACY'S (SHECHTMAN)



# 100 Powerful Women

## THE BIG QUESTION ABOUT LEARNING

What did you know the least about when starting out, and how did you get up to speed?



“I’m naturally introverted. It’s hard to walk into a room of strangers, let alone a room of potential investors. For me, it was learning that the best way to build a network is by offering value first—asking how you can serve someone else before asking them for help in return. Gradually, I learned how to become more extroverted and started creating spaces for others to network based on this ethos.”

—LISA WANG

**Former Olympic gymnast; founder and CEO, SheWorx, a global platform and event series that has helped more than 20,000 female entrepreneurs succeed**



“During our seed fund-raise, we had to sell our idea to investors prior to launching and securing membership. Not having a proof of concept was very challenging. To get around that, we leaned on the market data we had collected related to women’s networks and managed a pilot peer group program. We launched in January, and by the time we went out for our Series A, we had thousands on the waitlist and closed at \$22 million, the largest from female founders at that point in 2019.”

—CAROLYN CHILDERS

**CEO and cofounder (right, with cofounder Lindsay Kaplan, left), Chief, a private network for C-suite women**



“Raising venture capital is the worst. When I first started, I went after investors I thought understood what I was building, who looked like me, and I got rejected by every single one of them. Emotionally beaten down, I stopped and just continued building the business. When I started back up, I flipped the type of investor profile I went after and targeted ones who cared about the value of my company—about the impact we were having on the media landscape. And when I did that, the conversation just flowed.”

—MORGAN DEBAUN

**Founder and CEO, Blavity, a digital media company that reaches 30 million Black millennials a month**



“The hardest part for me was figuring out how to grow the right team. For a startup, you need to bring together people who have a passion for what you want to build, the skills to build it, and the willingness to operate with few resources. I thought, *How am I going to find them?* So I asked [other] entrepreneurs how they found their first hires. I asked investors—even those who had declined to invest in my company—if they knew anyone. And I asked friends. I also treated the recruiting process like a full-time job, because that’s what it takes.”

—AMY NELSON

**Founder and CEO, The Riveter, a coworking space and community for women in business**



“I knew what kind of beauty company I wanted to build, but I knew nothing about *operating* one. On launch day, our team of 15 huddled around a laptop to watch the orders come in and then hopped in Ubers to deliver them in New York. I’ve had to learn—and relearn—what operations means at every stage of growth by talking to experts and listening to customers, and we’ve built robust teams to manage our supply chain and warehouse operations. It’s still a challenge.”

—EMILY WEISS

**Founder and CEO, Glossier, a millennial beauty brand with a valuation of \$1.2 billion**



“In college, when I realized there needed to be a technical apparel brand that made recreational activity synonymous with fun, I didn’t know where to start. So I turned to the internet to research the industry and found a trade show in Utah that my dad and I went to—and drove through a hailstorm for!—where I discovered a mill that would help me develop a material that felt like cotton without showing sweat. Making apparel isn’t rocket science, but there’s a lot that can go wrong.”

—TYLER HANEY

**Founder and CEO, Outdoor Voices, an athletic lifestyle apparel brand**



“I’ve always been obsessed with good ingredients and how they can make you look and feel better from the inside out. What I didn’t know when I started my wellness company was which ingredients would complement and activate one another. So I enlisted the help of my friend Amy Shah, who is an immunologist and double board-certified MD, along with scientists and top innovators in the field.”

—BOBBI BROWN

**Founder, Bobbi Brown Cosmetics; founder, Evolution\_18, a wellness company with products now in Walmart**



“When I first started, I had no idea how to build digital products. I’d worked in relatively traditional e-commerce, but we’re building a social network, and the learning curve is high. So I’ve spent as much time as possible with advisers, founders, and investors who have worked with social products, built similar teams, and scaled similar businesses, and that has allowed us to iterate and learn so much faster.”

—SOPHIA AMORUSO

**Founder and CEO, Girlboss, a LinkedIn-style network and more for young entrepreneurial women**

# Ashlee Ammons and Kerri Schrader

Cofounders / Mixtroz

Ashlee Ammons just wanted to connect. In November 2014, she was awkwardly roaming an industry networking event, looking for someone to chat with. Later that weekend, her mother, Kerri Schrader, attended a similarly uncomfortable event in Tennessee. As the mother-daughter duo commiserated via phone, something clicked: There had to be an easier way. “I’m a former HR executive, and Ashlee was a very successful director of events,” Schrader says. “We knew that people really do want to collide. It’s just more awkward, every day, to actually do that.” That led to Mixtroz, a mobile app the pair created to facilitate event networking. Mixtroz asks attendees to fill out a profile based on questions from the host or sponsor, and groups people based on their answers. Clients range from Alabama Power and BBVA Compass to universities that use the app to help incoming freshmen meet new people. “It encourages groupthink, but in this case it’s a positive outcome,” Ammons says. Mixtroz is staged for growth thanks to a \$1 million seed round that closed last year, making Schrader and Ammons the 37th and 38th Black female founders to hit that fund-raising mark. “We’re not shattering ceilings; we’re busting down doors,” Schrader says. “We don’t want people to keep getting cut up with glass. We’re trying to really have people follow behind us.”



**Claire Wasserman**  
Founder / Ladies Get Paid

Claire Wasserman started Ladies Get Paid in 2016 to help women swap career advice and grew it into a trusted brand with workshops on negotiating salary, online toolkits, and conferences. A year later, she was sued by men’s rights activists who had been turned away from her events, and was forced to settle the cases. Facing crippling legal fees, Wasserman started crowdfunding and raised \$116,000 in three weeks. The boost of attention helped the Ladies Get Paid Slack group skyrocket to more than 46,000 women and led to content partnerships with Secret and Squarespace. Its annual Get Money Get Paid conference will see attendance double to 1,000 women this year. “The whole point is to be vulnerable and ask other women for help,” she says. “I had to finally do that in a really big way.”



**Payal Kadakia**  
Founder and executive chairman / ClassPass

Back in 2010, Payal Kadakia gave herself two weeks to come up with a viable business idea—time enough, she thought, to know whether she was cut out to be an entrepreneur. It worked. That experiment evolved into ClassPass, the subscription-based service that now helps users in 2,500-plus cities in more than 20 countries discover and book exercise classes. This year, Kadakia expanded into corporate wellness with a service that gives employees access to classes with 22,000 studio partners; clients include Google, Facebook, and Morgan Stanley. But the company, which has raised \$255 million, is approaching the milestone of 100 million class reservations, a figure that keeps the founder motivated. “Our ultimate success metric is when someone goes to class,” Kadakia says.



**Arielle Charnas**  
Founder and creative director / Something Navy

It took less than 24 hours for Something Navy’s first fashion collaboration with Nordstrom to sell out in September 2017. Arielle Charnas, the super-influencer who started the fashion blog turned lifestyle brand a decade ago, remembers huddling around a laptop to watch the sellout in real time. “I had two girls working for me, and we were just watching all the available sizes disappear,” Charnas says. The Nordstrom partnership drove \$5 million in sales in a single day and crashed the store’s site. Now Charnas is getting ready to launch her own in-house fashion line, and this summer she raised \$11 million and hired CEO Matt Scanlan to help lead the brand’s next chapter. “Picking the right people and making sure they’re happy,” Charnas says, “is the most important part of a business.”



**Shelly Bell**  
Founder and CEO / Black Girl Ventures

In 2016, 30 women crowded into a living room in Washington, D.C., on a mission to increase access to capital for Black and Brown women-identifying entrepreneurs. Four pitched their business, founder Shelly Bell used marbles to collect votes, and the winner received \$150 raised from admission fees. Today, Black Girl Ventures has funded 32 founders, raised more than \$70,000, received a \$450,000 grant from the Kauffman Foundation, and partnered with Google Cloud for Startups to take its events on the road. Despite being the country’s fastest-growing group of business owners, Black and Brown women received less than 1 percent of VC money since 2009. “We’re creating alternative access to capital so people can stay in business until a change happens,” Bell says.

PHOTOGRAPHS COURTESY OF MIXTROZ (AMMONS & SCHRADER); LADIES GET PAID (WASSERMAN); CLASS PASS (KADAKIA); SOMETHING NAVY (CHARNAS); BLACK GIRL VENTURES (BELL)



# 100 Powerful Women



## Neha Narkhede

**Cofounder and chief product officer** / Confluent

**N**ext time you swipe a credit card or call a Lyft, thank Neha Narkhede, who is building what she calls a “central nervous system” for companies’ data. It started while she was working as an engineer at LinkedIn, where she helped create Apache Kafka, an open-source software system that processes the deluge of data flowing through the platform—clicks, messages, and news-feed updates—and makes it available to users in real time. “We said, ‘This is not just a LinkedIn problem; this is part of a broader trend that’s happening in the world where businesses are going to become more digital,’” Narkhede says. So she and two colleagues left to start Confluent, a software system that turbocharges Apache Kafka’s capabilities for startups, financial institutions, and Fortune 500 companies. Confluent enables its customers to process trillions of event streams every day, integrating data across apps and platforms and making all that information available centrally to analyze in real time. The service has quickly become an integral tool for businesses looking to leverage their digital footprint, and it shows in Confluent’s growth: The company recently raised \$125 million in Series D funding, catapulting it to unicorn status with a \$2.5 billion valuation. Next year, Confluent will focus on international business while increasing its 800-person workforce. “The market is as big as what the relational database market will be,” Narkhede says. “That’s on the order of tens of billions of dollars—that’s what we’re looking at in terms of total market potential.”



## Tory Burch

**Founder and CCO** / Tory Burch  
**Founder** / Tory Burch Foundation

**S**ince its launch in 2015, the Tory Burch Foundation Fellows Program has awarded a yearlong fellowship—including a four-day trip to the Tory Burch campus, the chance to pitch investors, and a \$5,000 education grant—to 10 female entrepreneurs each year. For the class of 2019, Burch thought even bigger and awarded 50 founders. “We felt that more women should be exposed to this great program,” she says. “It was sort of a natural next iteration.” The foundation also leveled up its Embrace Ambition initiative this year, hosting a series of events across the country and announcing a \$100 million capital commitment to women-owned companies in partnership with Bank of America. “The importance of getting rid of that negative stereotype of ambition around women is something we are very committed to,” says Burch.



## Justina Blakeney

**Founder and president** / Jungalow

**J**ustina Blakeney isn’t big on definitions. “I’m all over the place as a creative,” she says. Part writer, part influencer, part e-commerce savant and design guru, Blakeney has turned her sunny, bohemian aesthetic into a diverse business with her brand Jungalow. She started her personal blog in 2010, and since has parlayed her 160,000-a-month audience into a *New York Times* best-selling book, *The New Bohemians*, and over the years, more than 20 product licensing partnerships with retailers like Pottery Barn Kids and Anthropologie. In 2017, she launched an online store to sell ceramics, prints, and textiles, and next year, she’s looking to expand her product line to include wholesale offerings while she irons out her biggest project yet: a brick-and-mortar shop. “I want to create a whole experience for people to come and feel the magic IRL,” she says.



**Emily Kennedy**  
Cofounder and president/  
Marinus Analytics

**E**mily Kennedy wanted to help sex-trafficking victims—but how? At the age of 21, she started asking detectives working these cases about their pain points and learned how hard it can be to find a girl in the millions of online sex ads. “They were just using Google, which is insane,” says Kennedy. Looking for a better way, she landed at Carnegie Mellon’s Robotics Institute, knowing nothing about AI. “It was very much a jump in the deep end,” she says. But what came out of that research was Traffic Jam, an AI tool that can help investigators do in seconds what could otherwise take months—or years. Kennedy went on to cofound Marinus Analytics, which develops cutting-edge technology for solving crimes. In 2018, her system was used in 14,400 sex-trafficking investigations to identify 3,000 victims. Next? Targeting organized criminal gangs.



**Mariam Naficy**  
Founder and CEO/  
Minted

**M**inted, which transformed over 11 years from selling stationery to being a massive marketplace for indie artists, inked a big deal this summer: Samsung and Method will now license work from Minted’s community, giving newfound exposure to independent designers. “We’re a source for companies that understand the value of one-of-a-kind design but may not have the scale or merchandising bandwidth to develop it internally,” says founder and CEO Mariam Naficy. And Minted doesn’t just have scale; it has crowd buy-in. Back when the company focused solely on greeting cards and wedding invitations, Naficy devised a crowdsourcing model for up-voting the art potential shoppers liked best. Fast-forward to today, and that means big brands can tap into a decade of data on design that inspires both fandom and sales—Naficy even says that by now, Minted can predict which designs will ultimately become best-sellers.

## Rebecca Minkoff

Cofounder and creative director/  
Founder/  
Rebecca Minkoff  
Female Founder Collective

kept getting asked about what it’s like to be a female founder, as if we were a rare breed,” fashion designer Rebecca Minkoff recalls of the inspiration behind her Female Founder Collective, a new platform for women-founded and women-owned businesses. Minkoff launched the collective in September 2018 with 10 founding members and within a month had added some 3,000 women to its ranks. In addition to providing networking, the FFC’s other main goal is to promote female-led companies, which it does through a specially designed seal that is already on two million products, websites, and storefronts. “Eighty percent of women are more likely to support female-founded companies if they know how,” says Minkoff. “If she begins to see this seal in the way that I turn over my food to see if it’s non-GMO or organic, the consumer will embrace this as something that will help purchasing behavior.” Earlier this year, the FFC partnered with Visa for the “She’s Next” initiative, hosting free workshops worldwide. It’s just one step toward Minkoff’s ultimate membership objective: “There are 12 million female-founded companies in the U.S. alone. You could say that’s my goal.”



PHOTOGRAPHS COURTESY OF REBECCA MINKOFF; MINTED (NAFICY); MARINUS ANALYTICS (KENNEDY)



# 3 SURPRISING BENEFITS OF WRITING NOTES ON PAPER

Electronics have become an extension of our work selves. Tethered to our computers and smartphones, we spend our days staring at a variety of screens. During meetings, many of us wouldn't dream of showing up without our laptop or tablet.

It's time to rethink this equation, supplementing digital devices with pens and paper. According to compelling research, there's evidence that the physical act of writing notes by hand increases productivity.

## 1. It boosts comprehension.

In a series of studies, researchers from Princeton and UCLA divided student participants into two groups: those who took notes by hand vs. those who typed them. Unsurprisingly, the typists were able to capture more of what was said in class. This thoroughness, however, did not translate into a better performance on tests. Instead, the students who took notes by hand outperformed those who typed out their notes.

In the report published in the *Association for Psychological Science*, the researchers theorized that the physical act of handwriting,

which is more deliberate than typing, forces the brain to be selective. Instead of simply recording everything verbatim, as one can do on a laptop, the brain is forced to analyze information in real-time, selecting the most important information and encoding it for future use.

The same theory can be applied to the work environment. When employees take handwritten notes, a process that requires them to summarize and paraphrase instead of simply recording what's being said, they're more likely to leave a meeting having absorbed key details and takeaways.

## 2. It can improve your ability to focus and engage.

Internet-connected electronics are inherently distracting, an effect legitimized by multiple studies that have linked students' electronic use in the classroom with lower test scores. There are few things that kill concentration as quickly as a loud, intrusive ringtone.

So much of what we do at work requires the ability to absorb information by separating valuable data points from the background

digital chatter. It's amazing what eliminating the ability to check social media or email during a brainstorming session can do for a group's productivity.

When employees are attentive, they are better enabled to participate and share worthwhile ideas. Take it a step further by assigning someone in the meeting to serve as an official "idea recorder." When someone shares an idea, have the recorder write it on a notecard. That way, great ideas aren't lost or forgotten.

## 3. It's good meeting etiquette.

Staring at a screen while someone is talking is rude. So is clattering away on a keyboard. You might simply be taking notes, but if you're being honest you also likely have multiple tabs open that have nothing to do with the presentation. Taking notes by hand allows you to increase the amount of eye contact with the presenter, which conveys a singular focus: you are listening and absorbing what is being said, not surfing the Internet.

The next time you head to a meeting or sign into a conference call, consider ditching the laptop for a pen and notepad. You likely won't capture everything that is being discussed, but that's the beauty of longhand: the process, by forcing you to identify, reframe, and record only the most salient points, encourages a deeper understanding of the material.

For more information on how paper enables productivity at work, visit [www.howlifeunfolds.com/productivity](http://www.howlifeunfolds.com/productivity)



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## Looking ahead



### Growth Opportunities



### Projected Spending



# Good notes speak volumes.

It's not every day a meeting puts your skills directly in the spotlight. But it can be. Taking notes by hand helps you focus, retain information, organize your thoughts and even show them off, so you can make a lasting impression. When getting more out of your meeting matters, choose paper. Learn more at [howlifeunfolds.com/productivity](http://howlifeunfolds.com/productivity).





# 100 Powerful Women

## THE BIG QUESTION ABOUT INVESTING

You're an investor—what's the most memorable thing an entrepreneur did to win you over?



“Emily Weiss of Glossier walked into our first meeting with a wealth of knowledge and learnings from her blog, *Into the Gloss*, and used those insights to paint a picture of what not-so-obvious unmet needs existed in the industry and how her company would address them. A critical piece of any successful retail business is building a solution, and Emily was ready to bring much-needed value to eager shoppers.”

—**KIRSTEN GREEN**  
Founding partner (right, with Eurie Kim, general partner, left), Forerunner Ventures, an early-stage VC firm



“One of the most unique follow-ups to a pitch was from Sarah Robinson of The Wonder, a family-friendly club and play space. She sent a dinosaur—a person dressed as a dinosaur—wearing a tutu to visit the office of a potential investor we were pitching, which was both memorable and on-brand, as it provided the investor with a true taste of The Wonder.”

—**ANU DUGGAL**  
Founding partner, Female Founders Fund, a women-focused early-stage fund



“In 2016, we hosted a pitch day in Los Angeles featuring early-stage companies led by women. One was Tamara Mellon, the eponymous D2C luxury footwear brand from the cofounder of Jimmy Choo. Tamara herself arrived well ahead of the start time pushing two carts loaded with gorgeous shoes to set up a display. At one point she was on hands and knees, meticulously arranging them. That's when we knew: She was all in.”

—**KARA WEBER**  
Cofounder (right, with Lizzie Francis, cofounder, left), Brilliant Ventures, a VC fund focused on women-founded businesses



“One of my most successful founders—Gregg Renfrew, CEO of Beautycounter—did not send me the deck or ask for a meeting. Instead, she invited me to a launch event. I saw her passion and the enthusiasm of all the people in the room. It made me want to invest right away. As a counter, the most memorable turn-off was a founder who called my cell and said, ‘I am in your building; can I come up and meet?’ I found that a little too aggressive.”

—**TRACY CHADWELL**  
Founding partner, 1843 Capital, an early-stage fund focused on tech companies with diverse founders



“Rachel Drori of Daily Harvest was pregnant with her second child when we first met her, still making the smoothies herself in a commercial kitchen and running all over to meet investors. Many men we spoke with underestimated a woman at that stage in her life, but as two mothers, we could see that Rachel had a raw ambition and was doing whatever it took to win.”

—**AMANDA EILIAN**  
Cofounder (left, with Lisa Blau, cofounder, right), Able Partners, an early-stage fund supporting healthy living



“One entrepreneur so effectively leveraged and demonstrated the diversity of her team in her pitch that, as an investor, we were able to instantly see that we weren't just investing in a terrific CEO and business, but a strong team and a leader who valued complementary skills.”

—**JENNY ABRAMSON**  
Founder and managing partner, Rethink Impact, a VC firm that supports female tech founders



“Many founders know the problem they are solving—the *what*—and may have a good hypothesis—the *how*—to solve it. But few can explain the *why*. Richard Bronson, founder of 70 Million Jobs, was a Wall Street exec who served two years for a white-collar crime. Millions serve time for often very minor offenses, then come out with no way to earn a living. Richard lived this, and his emotional connection made his *why* compelling.”

—**EVA HO**  
General partner, Fika Ventures, a seed fund that supports founders trying to solve systemic problems with data and AI



“Carolyn Childers, cofounder and CEO of Chief, immediately comes to mind. When Carolyn started raising her Series A round, it coincided with the birth of my third child. I invited Carolyn to my home, on a Sunday, to talk through a potential partnership. She met my 3-week-old baby girl and sat through my 4-year-old's impromptu piano recital. Through all the chaos, I was impressed with her maturity as a leader, her clarity of vision, and her willingness to get in the weeds with me.”

—**ALEXA VON TOBEL**  
Founder and managing partner, Inspired Capital Partners, a venture capital firm





**Tiffany Dufu**  
**Founder and CEO** / The Cru

**T**iffany Dufu can't say no to a woman asking for advice, having pushed for female leadership her entire career. In January 2018 she was at The Wing, urging a woman to create a network to support her goals. But the woman told her, "I have a job, three kids, a mother with a diagnosis, and a dog. I don't have time to find these people." That was Dufu's epiphany. Last year she launched The Cru to take the work out of networking. The platform's algorithm matches customers to nine other nearby women (your "Cru"), then helps the group meet regularly to support each member—whether it's through a divorce or to a work raise. Dufu brought her first 100 women into the community and has more than 1,000 on the waiting list. Morgan Stanley is a founding partner, and Disney is doing a Cru pilot for its employees this fall. "I know what I want on my tombstone," says Dufu. "She got to as many women as she could."



**Jessica Billingsley**  
**Founder** / MJ Freeway  
**CEO** / Akerna

**J**essica Billingsley has never waited to be invited to the table. In 2010, as the cannabis industry was filling up with bros, she founded MJ Freeway, a pioneer cannabis SaaS technology company that can track inventory from seed to sale. By fiscal year 2018, it was generating \$10.4 million in annual revenue. Then, at a large dinner event in Denver, she ditched her assigned seat for an empty chair up by the stage, and sat with the chairman of a special-purpose acquisition company that was on the hunt for a cannabis tech operation like hers. That led to a deal: In June, MJ Freeway merged with the public company MTech Acquisitions to become Akerna—making Billingsley the first female CEO to lead a cannabis company on the NASDAQ. "When I started and told people what I did for a living, they would walk away. So to have public validation, it was..." She pauses. "Awesome."



**Andrea and Robin McBride**

**Founders** / McBride Sisters Wine

**S**ometimes a founding story is so good, you just want to bottle it. And these sisters did. Andrea McBride (*right*) was 12 and living with her foster mom in New Zealand when the phone rang. "Hey, Andrea; it's your dad," a man said. He told her he had terminal stomach cancer and she had a big sister named Robin (*left*) on the opposite side of the world. Andrea set out to find her. It took a few years, but she did. Andrea was 16 and Robin was 25 when the two first met, in New York's LaGuardia airport. "When I got off the plane," says Robin, who'd been brought up by her mom in California, "she was standing at the end of the jetway. I thought I was seeing my own reflection." In 2005, the biracial sisters ended up in California concocting a plan to squeeze into the very male, very white, very old-school wine industry. First they became importers, then distributors, and in 2009 they produced their first vintage. Many followed, including a Black Girl Magic collection, from New Zealand and California. Today the McBride Sisters Wine Collection sells 80,000 cases a year, landing it in the top 3 percent of wineries by size. But the sisters want to see more women there. On March 8, International Women's Day, they debuted She Can—a New Zealand sauvignon blanc and a California rosé in cans—along with a fund to advance the careers of women in the wine industry. "It's better than when we started," says Robin. Andrea finishes the sentence: "But there's still a lot more work to be done."

PHOTOGRAPHS COURTESY OF MCBRIDE SISTERS COLLECTIONS; AKERNA CORP (BILLINGSLEY); THE CRU (DUFU)



# 100 Powerful Women

## THE BIG QUESTION ABOUT COMFORT

How do you engage customers in uncomfortable conversations?



“We spend our days talking to directors of facilities about why menstrual products should be freely accessible in their bathrooms. To engage, we start with humor. *Everyone* has a period story. First there is blushing, then there is gushing with laughter and vulnerability. From there, we move to the facts, like offering menstrual products in schools increased girls’ attendance by 2.4 percent in a New York City public school.”

—**CLAIRE CODER**  
Founder and CEO, *Aunt Flow*, which helps businesses and schools stock their bathrooms with feminine products



“Because I’m a Black female founder, these discussions often cover racial disparities in access to healthcare and the need for inclusive innovation in women’s health. In the past year, I’ve survived the traumatic stillbirth of my daughter and heard from people who have resorted to using socks because they couldn’t afford feminine care, so I’ve become a champion of making the ‘uncomfortable’ a comfortable part of the conversation.”

—**ARION LONG**  
Founder and chief estrogen officer, *Femly*, a subscription service delivering monthly boxes of organic feminine care products



“People react to tone, *and* they naturally match the tone you use with them. So if we approach topics that might be awkward or uncomfortable in a calm and straightforward manner, people forget to be nervous. And then something magical happens—they want to talk about their sexual lives, as if they were waiting for you to ask.”

—**JANET LIEBERMAN**  
CTO and cofounder (*left*, with Alexandra Fine, CEO, *right*), *Dame Products*, a women-focused sex toy company



“I always start off by telling them my story so they can understand that I’m human just as they are. I also encourage women to spend some time enjoying and exploring their body—take a mirror down there and really look at its different parts. The more comfortable you are with your own body, the more comfortable you will be discussing sexual health and wellness—and having sex with someone else.”

—**BEATRICE FELIU-ESPADA**  
Founder and CEO, *The Honey Pot Company*, maker of plant-based feminine care products



“So many brands in this space perpetuate the idea of ‘You can feel great on your period!’ or ‘Don’t be embarrassed to buy lube!’ and I think this is the wrong approach. When trying to get women to open up, we take a vulnerable and real approach, exposing the good, the bad, and the challenging when it comes to sex and periods.”

—**MEIKA HOLLENDER**  
Cofounder and CEO, *Sustain Natural*, maker of natural condoms and feminine care products



“Historically, the sexual wellness industry has framed sex as something taboo or clinical, neither of which represents the reality of everyday sex. We launched to change that standard. To foster these conversations, we have a voice that doesn’t strip out the emotion of intimacy but is also matter-of-fact, friendly, and, most important, humorous, because that seems to disarm people the most and allows them to relate.”

—**ÉVA GOICOCHEA**  
Founder and CEO, *Maude*, which creates sex essentials in a minimalist, ungendered design



“I created an adjacent editorial site where we tackle topics we know women aren’t talking about in polite conversation—periods, bladder leakage, mental health, sex, menopause and fertility, pregnancy loss, and abortion. I know now from the site that when women feel safe to talk about these experiences, they understand that they are not alone.”

—**MOLLY HAYWARD**  
Cofounder and chief brand officer, *Cora*, a women’s wellness company that provides products by subscription



“As the idea for our brand took shape and we connected with hundreds of consumers, we realized that people from all walks of life were actually eager to talk to us about these topics. So our goal is not to force uncomfortable conversations but to create a space that people can turn to, from our Instagram series around #FirstPeriodFridays to our ongoing dinner series. What we’ve learned is that women want to share their personal stories.”

—**JORDANA KIER**  
Cofounder (*right*, with cofounder Alex Friedman, *left*), *Lola*, a brand of organic cotton period products sold by customizable subscription



**Patricia Santos and Brandy Hoffman**  
Founders / Volition

When skin-care operations VP Brandy Hoffman (left) and VC Patricia Santos (right) first met, the self-described “plus-size lesbian” and “Filipino immigrant” (respectively) bonded over dim sum and dreams of disrupting the beauty industry. Neither could believe the high product-failure rates, stifled innovation, and lack (still!) of inclusivity. So in 2016, they founded Volition, a crowdsourcing platform that invites everyone to submit an idea for a beauty product. The company then works with a network of labs and chemists to see if a concept proves feasible; if it does and gets unanimous support from the community, Volition produces it. So far, they’ve gotten 4,000 idea submissions and brought 26 products to market that sell on Volition’s website and in Sephora, with 270 more in the pipeline. Most rewarding, they say, is discovering all these new women entrepreneurs, who can get a cut of their product’s revenue.



**Rachel Taber**  
Chief operations officer / 1951 Coffee

Refugees and asylees often come to the U.S. with nothing and struggle to integrate in their new home. “Many of the jobs they can get are cruddy and isolating, where they’re just with other refugees and immigrants,” says Rachel Taber. She realized part of the solution could be barista jobs, which pay a living wage and put a worker in the thick of American culture. So in 2015, she cofounded 1951 Coffee, a nonprofit that trains around 100 refugees and asylees per year to become baristas, then helps place them at Bay Area coffeehouses. That includes 1951 Coffee’s own three shops, which provide 80 percent of the charity’s income and are on track to generate \$1.8 million in revenue this year.



**Hadiyah Mujhid**  
Founder and CEO / HBCUvc

Hadiyah Mujhid is crazy about coding. She worked at Lockheed Martin for more than a decade developing flight system software for satellites and communication tools for naval ships. “If I can fiddle with something and find bugs,” she says, “I am at home.” But after becoming an entrepreneur in a tech venture that failed, she saw a problem coding couldn’t solve: At the time, only 1 percent of VCs were Black and 1 percent were Hispanic. Determined to change those numbers, she founded HBCUvc in 2017. The nonprofit’s two-year program teaches Black and Latinx students about venture capital and entrepreneurship, provides mentorship from VCs of color, and will soon give them a chance to deploy capital to local entrepreneurs. This spring Intel Capital announced a partnership, and Mujhid is excited to start seeing her new funders get jobs. But sometimes she misses the geek days. “Maybe I’ll just take a vacation,” she says, “and go code an app.”



**Lisa DeLuca**  
Inventor / IBM

Lisa DeLuca may work for IBM, but she has an entrepreneurial drive and spirit that exceeds many in the startup world. She’s the most prolific female inventor in the company’s history and over her 14-year tenure has created 473 patented innovations. Her inventions include software that reads items in a car (a hotel room key) to suggest destinations for GPS (Sheraton), technology that enables action based on the location of people in a venue, and a system for cellphone users that predicts dead spots before they go offline. “I think I’ve always approached a problem as an opportunity,” says DeLuca. “Instead of complaining, I think, *How do I solve this? There could be an innovation here.*”

**Katie Echevarria Rosen Kitchens**

Cofounder and editor in chief / FabFitFun



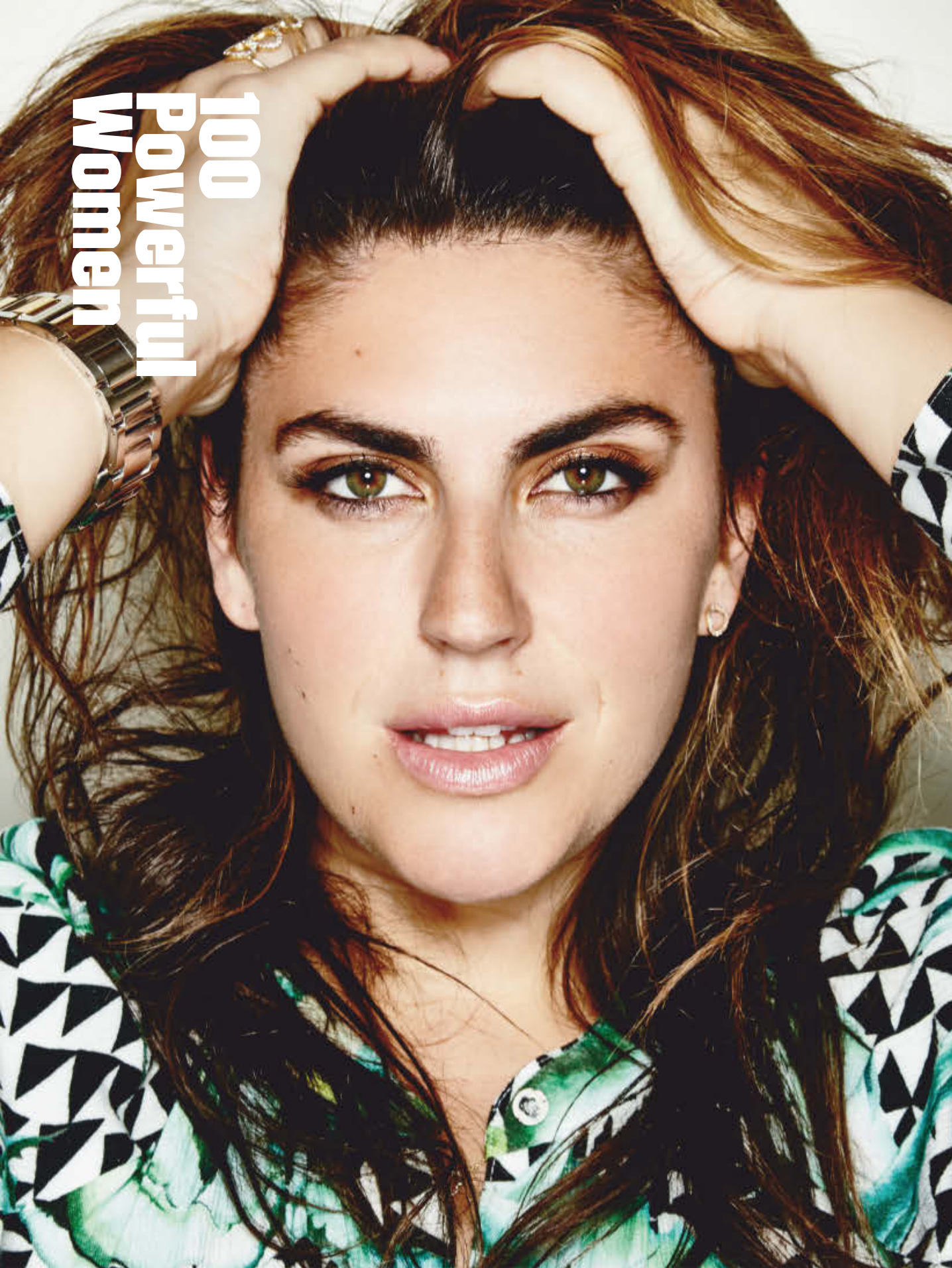
Alongtime journalist, Katie Echevarria Rosen Kitchens started FabFitFun with her cofounders in 2010 as a digital happiness-and-wellness publication. But soon she was squinting at the business horizon—and suddenly thought about the coveted swag bags given to editors at beauty events. “The surprise of finding out what was inside was so delightful,” she says. Why not give readers the same VIP treat with a monthly subscription box? The idea was a success—and then Kitchens started thinking *outside* the subscription box. FabFitFun launched a TV streaming service, fitness workouts, live events; it partnered with influencers from Venus Williams and Meghan Trainor to reality-TV types. And with all the member data pouring in, the team started creating their own products, the first of which is a cosmetics line. The company just closed a fresh round of funding, achieved unicorn status, and is on track to hit \$500 million in revenue this year. Next up? Customizing the member experience. “My passion has never been about just sending people stuff,” Kitchens says. “It’s really about bringing their stories to life.”



PHOTOGRAPHS COURTESY OF FABFITFUN (KITCHENS); 1951 COFFEE (TABER); IBM (DELUCA); BAILEY GARROT AND SOCAP (MUJHID); VOLITION (SANTOS/HOFFMAN)



# 100 Powerful Women



**Reshma Shetty**  
Cofounder / Ginkgo Bioworks

**A** biological engineer who can synthesize bacteria to smell like bananas, Reshma Shetty never intended to be an entrepreneur. But as a graduate student at MIT, she became passionate about designing biology-based products the way an architect designs a house. To make her vision a reality, in 2008 she cofounded Ginkgo Bioworks. Eleven years later, Shetty and her 250-person team are known for cutting-edge biotech and valued at \$1.4 billion. Ginkgo's work has spanned various industries, from healthcare to agriculture, with products like synthetic probiotics that reduce gastrointestinal problems in soldiers and (in progress with Synlogic) medicines that program the body's cells to treat complex diseases. Earlier this year, Ginkgo spun out a separate company called Motif Ingredients to engineer sustainable alternative proteins that taste like the real thing. "Although we're going after these radically different markets," says Shetty, "the common thread is biology."



**Emily Heyward**  
Cofounder and chief brand officer / Red Antler

**B**ack in the mid-2000s, no one was talking about branding for startups—it was considered icing on the cake. But for ad agency strategist Emily Heyward, branding was the cake. "I was meeting this new wave of entrepreneurs," she says, "who were not thinking about *What's my message? What's my story?*" So she and two cofounders launched a branding agency in 2007 just for startups—and even took equity from a few they believed in who couldn't afford the fees. A few years later, their clients started seeing success. One Kings Lane was the first, but it was really Casper, the bed-in-a-box company, that put Red Antler on the "It agency" map. Now with 100 employees, the firm is adding advertising as its clients have grown, coming full circle.

## Katie Sturino

Founder / Megababe

**K**atie Sturino built a career out of making the uncomfortable comfortable. She started in 2017 by tackling something at once common and often ignored—thigh chafing. Her brand, Megababe, released a handy anti-chafing stick called Thigh Rescue, which sold out within days. Six weeks later, Megababe took on boob sweat with its talc-free powder Bust Dust and sold out during preorder. "These are products I launched for myself," she says. "I had to make my own solutions because there was nothing out there that I liked or made me feel empowered." Since then, Megababe has increased production tenfold, added new products, and nabbed retail partnerships with Ulta and Target—and now, the company has finally moved its distribution center out of Sturino's parents' garage in Wisconsin and into its own warehouse. "Until every woman in America can be within five minutes of a Thigh Rescue stick, my work is not done," Sturino says.





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# 100 Powerful Women

## THE BIG QUESTION ABOUT SOCIAL GOOD

How do you strike a balance between selling a product and promoting a cause?



“Businesses throw away food all the time because it’s the easiest thing to do. So we’ve created waste management software that gives businesses a way to understand what is being wasted and why. We’ve built predictive analytics to inform purchasing decisions. Our clients benefit from tax deductions, savings from reducing waste, and corporate social responsibility marketing and PR.”

—**KOMAL AHMAD**  
**Founder and CEO, Copia, which has recovered and distributed more than one million pounds of unused food**



“The product is the product—functional, cool, off-duty bags. The cause is our DNA. We will always fuel our philanthropic efforts, whether it’s trendy or not, whether the topic is ugly or polarizing. We hope the balance of being a brand with a giant heart and the product to support it will compel our community to engage with us again and again.”

—**JACQ TATELMAN**  
**Cofounder and creative director, State Bags, which has donated more than 100,000 fully stocked backpacks to kids in need across the U.S.**



“In the two years since launching our eco-friendly denim brand, we’ve sold half a million pairs of jeans and saved more than 580 million gallons of water. Now we want to be a zero-waste company by 2021. By giving our customers full transparency on these efforts, we hope to be held even more accountable. Our new website will track our zero-waste progress and share updates on exactly how the funds from our partnership with Charity: water are being distributed.”

—**SARAH AHMED**  
**Founder and CEO, Warp + Weft, a sustainable denim company**



“After a friend was diagnosed with skin cancer at age 29, I founded Supergoop! to create SPF products people would want to apply and reapply every single day. To strike a balance, we infuse education into all our consumer touchpoints. We recently opened our first pop-up, which featured an interactive learning center and Sun101 educational panels. Through our blog, *The Brightside*, we offer educational content from dermatologists and other experts and communicate our commitment to our Ounce By Ounce giving program, which provides free sunscreen to schools.”

—**HOLLY THAGGARD**  
**Founder, Supergoop!, a sunscreen and skin-care brand**



“We would love to respond to every disaster and help every community, but we simply don’t have the infrastructure to do that—yet. So we’re balancing our desire to expand with our ability to deliver. We do our best work when we have local roots and expertise where we’re operating. We match our customers with a ‘homeowner concierge,’ who understands the ins and outs of building in their community and works directly with the homeowner throughout the process.”

—**NIKKI PECHET**  
**Cofounder and CEO, Homebound, which helps communities rebuild in the wake of natural disasters**



“When starting a social enterprise, people often think you need to launch a business and then add the philanthropic part. But it’s the other way around. Identify an issue. Then identify a product that aligns with that cause. The sole purpose of selling conflict-free fine jewelry at MiaDonna is to fund our foundation, The Greener Diamond. Some people love the idea and cause; some don’t. It’s not about persuading. It’s about finding people who align with your vision.”

—**ANNA-MIEKE ANDERSON**  
**Founder and CEO, MiaDonna, a lab-grown-diamond and jewelry company**



“Our goal at Bumble has always been to create a place where our users feel safe, and our community is not just digital—it also lives in the physical world. We live by our values, and we believe in holding users accountable for their actions both online and offline. This past year, we were proud to make an impact in our home state of Texas by successfully passing a state law that makes the sending of unsolicited lewd images online illegal.”

—**WHITNEY WOLFE HERD**  
**Founder and CEO, Bumble, a dating and networking app**



“I founded Inkwel when I noticed a brain drain of high-achieving moms exiting the workplace when they have children; we need more flexible work arrangements for companies to retain this talent. I worried about balancing a profit-driven business with my mission of supporting women’s issues, but the more profit we make and the more money our candidates earn, the better we are at bringing untapped talent to the top and supporting the future of work.”

—**MANON DEFELICE**  
**Founder and CEO, Inkwel, which places high-level talent in flexible job opportunities**



# Tracy Reese

Founder and designer/  
Hope for Flowers



Tracy Reese has pushed to make beautiful, long-lasting clothing since launching her eponymous fashion line in 1998. But in 2019, she stepped back from the runways and rebooted her approach by introducing Hope for Flowers, a sustainable, ethical clothing line based in her hometown of Detroit. The line, born following a nine-month “crash course in sustainable design” as a CFDA + Lexus Fashion\* Initiative resident, is a counterpoint to fast fashion. “Very inexpensive clothing comes at a huge price in terms of social issues and fair labor practices,” she says. “That’s not a part of the market I choose to be a part of. I haven’t, and I never will.” Hope for Flowers, now an Anthropologie exclusive (except for one boutique in Detroit), will launch a wholesale collection in spring 2020. Fabrics for the items sold at the Detroit retailer are made at a small factory in Flint, Mich., and Reese serves as chairman of the board of the Industrial Sewing and Innovation Center, which is leading efforts to open a new high-tech clothing factory in Detroit and by extension kick-start a local garment industry ecosystem. It’s Reese’s attempt to get designers and customers alike to do better by other people and the planet we all occupy. “If you’re buying fast fashion on a whim or because you want to buy something new every week, then you really need to think of your habits,” she says. “It’s all of our responsibility.”



**Rudina Seseri**  
Founder and managing  
partner / Glasswing Ventures

Artificial intelligence is reshaping our lives, from tailored search results to smart homes. What’s next? That’s what Rudina Seseri is working to find out. She founded Glasswing Ventures in 2016 to nurture the next generation of transformative AI among other enterprise tech, and the Boston-based firm launched its first \$112 million fund in 2018 and has since invested in 19 businesses. In June, Glasswing launched an accelerator platform to help founders scale more quickly with the help of 34 advisers and a database of 16,000 individuals that young firms use to find talent. As she’s built Glasswing, Seseri says she schedules dedicated “think time” weekly. “One thing that can easily get overlooked is time to think,” she says. “Take time to step back and reflect: *Where am I? Where are we headed?*”



**Tiffany Pham**  
Founder and CEO / Mogul

When Tiffany Pham launched Mogul as an online social platform in 2014, the premise was straightforward: Women need a forum to trade insights and professional advice. Pham found an audience clamoring for not just content but productivity tools and job-finding solutions. So she expanded Mogul’s footprint, and now 30 million women have access to everything from scheduling software to the Mogul X live annual conference. Through its Workplaces platform, Mogul has helped place hundreds of thousands of women in jobs, and that trajectory is set to continue with Invitation Only, a new subscription service that lets companies target senior-level women. “Ninety percent of senior positions are obtained through networking, which can put women in a very difficult position,” Pham says. “But we’re able to address that.”



**Julia Collins**  
Cofounder / Planet Forward  
Cofounder / Zume Pizza

When Julia Collins cofounded Zume Pizza, the pizza delivery company powered by robotics and mobile ovens, its headquarters were a few IKEA tables in a mostly empty warehouse. Today it has hundreds of employees and a billion-dollar valuation—which makes Collins a true trailblazer. “As the first Black woman to have achieved that milestone,” she says, “my focus is making sure that I’m not the last.” Now she’s chasing her next big idea. In December 2018, she left Zume Pizza to build Planet Forward, a snack-food company focused on connecting regenerative agriculture with mass-market consumers. She’s targeting a launch in spring of 2020.

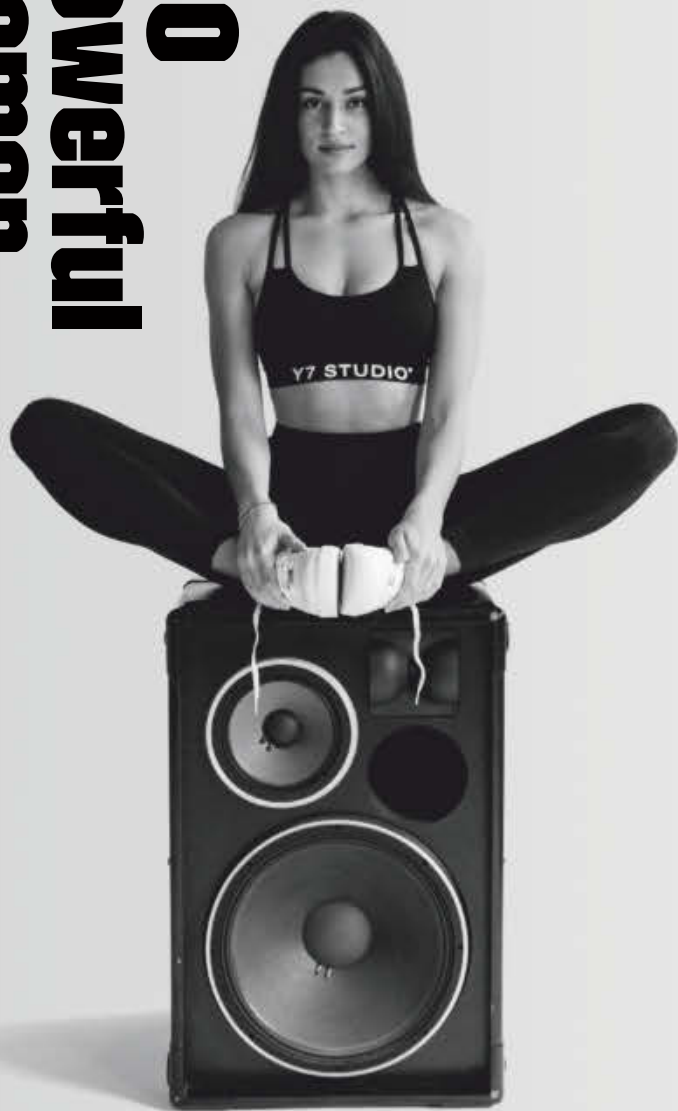


**Lisa Mae Brunson**  
Founder and creative  
visionary / Wonder Women Tech

Lisa Mae Brunson believes that if she’d had a mentor earlier in her career, she could have avoided some big mistakes. Now she aims to support others through Wonder Women Tech, a year-round series of events, conferences, and programs started in 2015 to help elevate underrepresented individuals in technology. Next spring, the organization will launch its first multicultural, multilingual event: a Latinx summit that will incorporate Spanish, Portuguese, and English. “We’re getting people at the table, and having companies and governments and educational institutions work together to provide opportunities for these demographics,” Brunson says. And this fall, she’s out to further spread her message with the launch of *Wonder Women Tech Show*, a weekly podcast in partnership with WeWork.



# 100 Powerful Women



## Sarah Larson Levey

Founder and CEO / Y7 Studio



Frustrated by the boring and inconsistent yoga classes she was taking in New York City, Levey, then a fashion account executive, set out to find her own bliss. In 2013, with her then-boyfriend, now husband, Mason Levey, she rented a 300-square-foot space in Brooklyn's Williamsburg neighborhood, recruited like-minded instructors via Craigslist, and launched Y7, a small studio named for the seven chakras. "We could fit about eight mats in the room, and that's how we started," she says. "Six months later, we grew out of that space and felt comfortable finding a yearlong lease. And we just kept going from there." Today, Y7's inclusive, accessible approach—dark, candlelit studios warmed to between 80 and 90 degrees, music blasting—has proven so popular that the company boasts 13 locations across New York and Los Angeles, with plans for its first Chicago studio in motion. "It's been a long time coming, and it's just really exciting for me to be able to open in new markets," she says. With a portfolio of retreats, teacher-training curricula, and health-coaching programs, Levey sees Y7 as more of a movement than a brand. "It definitely didn't start that way," she admits. "But there are so many things in yoga that are applicable to life in general, so for me, it's really cool to see people doing those things outside the actual studio room with us."



## Kathryn Finney

Founder and CEO / Digitalundivided

Kathryn Finney's journey has been long and varied. She launched her first company at age 9 (selling friendship bracelets), then started a babysitting network that partly financed her college applications. After graduating from Rutgers University, she went to Yale for graduate school in epidemiology, launched a chain of dry-cleaning businesses with her family, and in 2003 founded the website Budget Fashionista. That's when she had the epiphany that would define the next phase of her career. "I would go to conferences with more than 1,000 people and be literally the only woman of color," she says. In 2013, she started Digitalundivided (DID), a social enterprise that runs an incubator to help Black and Latinx women launch startups. As of today, DID has contributed to the launch of 75 companies and helped them raise more than \$25 million. Its ongoing demographic study of Black and Latinx female founders, ProjectDiane, is considered groundbreaking. "Communities of color have always been entrepreneurial, because we've had to be," Finney says.



## Alison Roman

Author

Maybe you've seen Alison Roman on TV, where she regularly appears on *Good Morning America* to impart culinary wisdom. Or maybe on Instagram, where she casually interacts with her 200,000-plus followers. There's a good chance you've tasted something she's created, thanks to her wildly popular cookbook *Dining In* (the follow-up to which, *Nothing Fancy*, is out this month) and her columns in *The New York Times* and *Bon Appétit*. The point is, Roman is everywhere—and that's how she likes it. She began as a pastry chef, then worked as a magazine food editor but took a gamble and left. "I didn't want to work for anyone else anymore," she says. She remade herself as the de facto tastemaker for unfussy foods and is now eyeing bigger platforms like TV, apps, and experiences to build out her distinctly 21st-century lifestyle empire. "I'm figuring out, *What does that look like?*" she says. "The models I have to look to seem outdated or not exactly what I want."



## Alli Webb

Founder / Drybar  
Cofounder / Squeeze

Drybar founder Alli Webb has a new company, Squeeze, that aims to do for massages what she did for blowouts: Make the experience easy and affordable. The chain launched in March; customers book appointments via an app and can select from a menu of treatments and preferences, from pressure type to areas to avoid. But unlike Drybar (which has 130 locations and 4,000 employees), Squeeze will scale as a franchise, and Webb's team is creating a two-year blueprint for its future partners, detailing how to greet customers and market locally. "We love the idea of enabling other people to become entrepreneurs themselves," Webb says.



## Regina Gwynn, Esosa Ighodaro, and Lauren Washington

Founders /  
Black Women Talk Tech

For Black female founders, the tech space can be a small, lonely world. Few know that quite like Regina Gwynn (center, cofounder and CEO, TresseNoire), Esosa Ighodaro (right, cofounder, Nexstar), and Lauren Washington (left, cofounder, Fundr). "We would run into each other at conferences, as the only chocolate drops in the room," Gwynn says. In 2015, they hosted an intimate retreat for 10; it grew into the annual Black Women Talk Tech Conference and in 2019 welcomed 1,300 attendees and held a \$100,000 pitch competition. This year, they'll launch a much-desired extension: Black Men Talk Tech.

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# 100 Powerful Women



## Karla Gallardo and Shilpa Shah

Founders / Cuyana

Investors were skeptical when Karla Gallardo (*right*) and Shilpa Shah (*left*) started pitching their “fewer, better” approach to women’s fashion in 2011. At the time, their startup, Cuyana, offered a small line of hand-woven straw hats from Ecuador, which they hoped would appeal to women with fast-fashion fatigue. “Customers buy something unintentionally, maybe on sale, and it just sits in their closet, and then that brand is associated with a feeling of guilt,” Gallardo says. “But when you sell something a customer loves, the customer comes back for more.” Cuyana has since garnered high-profile fans like Meghan Markle, raised more than \$30 million, and achieved profitability in 2018. Now it’s building a strategic brick-and-mortar presence, with openings in Miami and two other cities this year.



**Kathy Hannun**  
Cofounder and CEO / Dandelion

**K**athy Hannun was at Google X when she became obsessed with geothermal energy for home heating and cooling. It drastically cuts the eco footprint compared with diesel or propane-powered furnaces—but a system typically cost \$80,000 or more to install in a private house. Hannun cofounded Dandelion in 2017 to bring down the expense. Already, the company’s innovative equipment means that homeowners can either pay \$18,500 up front and recoup the costs over about five years or put no money down and pay \$135 a month, less than most diesel heating bills. So far Dandelion has raised \$23.5 million and is growing 20 percent month over month; its waitlist is in the thousands. “My goal is to make this the mainstream option,” says Hannun. “And advance the way society heats and cools indoor spaces.”



**Melissa Hanna**  
Cofounder and CEO / Mahmee

**W**hen Melissa Hanna learned that women in America were dying in childbirth faster than in any other developed nation, she discovered a key reason: In our fractured healthcare system, an expectant mother’s medical information is scattered and siloed among disconnected providers and systems, letting signs of danger fall through the gaps. In 2015, she launched Mahmee, an app-based platform that links up all those medical records—from doulas to psychologists to the new baby. This way, she says, “we are much more likely to catch the families in need of help before they even realize they are in crisis.” Others agree. Mahmee’s network has more than 1,000 providers in Los Angeles, including Cedars-Sinai Medical Center and UCLA. With a recent \$3 million investment, it’s growing its team and expanding to more cities.



**Jasmine Crowe**  
Founder and CEO / Goodr

**I**n July 2015, Jasmine Crowe—who’d spent years feeding the homeless in Atlanta—started investigating why so much commercial unused food was going to waste. Restaurant owners told her they didn’t donate because they were skeptical that the food would actually reach the needy. Plus, what was really in it for them? A random meeting turned Crowe on to blockchain. “And I’m like, *Bam!*” she says. Blockchain could not only track the food; it could also unlock and document significant tax write-offs for the donors. So in 2017 she built the platform and launched Goodr. Today clients like Papa John’s, Sweetgreen, and Atlanta’s international airport pay Goodr to pick up their unused food; in return, they can save up to \$300,000 a year in taxes. Crowe has rescued more than a million pounds of food and raised \$1 million; she expects to be in 10 cities by December.



**Jean Brownhill**  
Founder and CEO / Sweeten

**T**he photos on Sweeten’s site are interior design candy—filled with the disastrous fun of home makeover “befores” and “afters.” The company pairs people who have a design project with vetted contractors, then monitors each job until it’s complete. “I was scratching my own itch,” says Jean Brownhill, an architect who founded the company to create trust and transparency in the renovation process after her own frustrating experience. Raising nearly \$10 million, she says, took 250 meetings. But since launching in 2011, Sweeten’s staff has grown to nearly 60, and it now has almost \$1.5 billion worth of projects in its pipeline—plus a new program to help women general contractors build their businesses. As an African American woman, she says, she hopes others “will equate someone who looks like me with success.”





**Moj Mahdara**  
Cofounder and CEO/  
Beautycon

In June, Beautycon—a media platform and festival series that celebrates all things makeup—held its first Tokyo event, attracting more than 4,600 attendees who were eager to absorb beauty intel (and product!) from brands, speakers, and influencers. It marked the L.A.-based company’s continued push into international markets, spreading its Gen Z–endorsed message of inclusivity. But under CEO Moj Mahdara’s leadership, Beautycon isn’t just a community of 1.2 million young people—it’s a learning ground for brands from T-Mobile to Target that want to understand the next generation of consumers. “We stand for innovation, representation, discovery, and curation,” she says. “We’re at the top of our game at narrating the conversation between brands and Gen Z.”



**Elizabeth Galbut and Pocket Sun**  
Founders/ SoGal Ventures

Elizabeth Galbut (*right*) and Pocket Sun (*left*) set out to launch the first VC fund that would invest exclusively in diverse founding teams (particularly those that were female-led), who were also millennials. It didn’t go so well at first. “We got a lot of pushback: ‘There’s not enough quality women entrepreneurs.’” So in 2016, to prove their point, they held a global startup competition—and received 600 applications from women-founded tech companies that hadn’t yet raised \$3 million. “It was super clear that, yep, there is this huge, amazing pipeline out there,” says Galbut. This year they relaunched the competition, receiving 1,500 applications. And the duo’s picks are paying off. Since investing in the startup EverlyWell in 2017, for example, the company’s valuation has grown more than 10 times.



**Nahnatchka Khan**  
Founder/ Fierce Baby Productions

As the creator of ABC’s *Fresh Off the Boat* and, most recently, the director of Netflix’s hit film *Always Be My Maybe*, Nahnatchka Khan’s name has become synonymous with meaningful, comedic storytelling. In February, the writer and producer signed a four-year development deal with Universal TV, after more than a decade with 20th Century Fox. The move, she says, will give her creative freedom. “It’s about telling stories from a place that means something to you,” she says. “[TV series] *Don’t Trust the B---- in Apartment 23* was about being an unapologetic woman, and there’s truth in that for me. *Fresh Off the Boat* is about the immigrant experience, and as a first-gen American, I can relate. Focusing on people who’ve been on the fringe? It makes me excited.”



**Cristina Junqueira**  
Cofounder and VP/ Nubank

Cristina Junqueira was working at a traditional bank in Brazil, and in 2013 she scored the largest bonus of her career. She quit immediately. Junqueira realized she wanted to change people’s lives, not just make money. Within months, she helped launch Nubank, a Brazilian fintech company that aims to make banking accessible to everyone via tools like low-interest credit cards, high-interest savings accounts, and an app-based credit system. In the early days, it was all hands on deck for Nubank’s tiny team. “You would call our customer service line and it would ring on my cellphone,” Junqueira says. But today, she’s having the impact she hoped for: Her company is valued at \$10 billion, recently announced plans to move into Mexico and Argentina, and is exploring new products like personal loans, investment products, and accounts for small and medium-size businesses.



**Erin Loos Cutraro**  
Founder and CEO/ She Should Run

Women held just 90 of the 535 seats in Congress when Erin Loos Cutraro founded She Should Run in 2011 to encourage more women to run for office. Today, women have won 127 congressional seats, and Cutraro has her sights set on a big goal: to get 250,000 women to run for office by 2030. “We can’t expect to achieve the best policies when we’re not engaging half the population in policymaking,” Cutraro says. The She Should Run Incubator, launched in 2016, has coached roughly 17,000 women weighing a run for office, and one in eight actually made it to a ballot. “We now have a baseline to build on,” Cutraro says. Ahead of the 2020 election, the organization is working to help allies encourage women in their own networks to run, and has produced a professional development series so businesses can help open leadership pathways for their female employees and foster conversations between employees and employers on topics such as impostor syndrome and the value of diversity. The goal, she says, is to meet women where they already are. “We’re operating in a space that didn’t exist before,” Cutraro says. “There is no formula.”



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# GRIT AND ADAPTABILITY

## WHAT IT TAKES TO BE A SUCCESSFUL AMAZON DELIVERY SERVICE PARTNER.

After more than a decade in healthcare management, Leah Gomez Ranalli knew it was time for a change. But not just any change—she was ready to start a business of her own. She wondered what sort of opportunity would suit her best.

It wasn't long before Ranalli learned about Amazon's Delivery Service Partner program. The company is searching for hundreds of entrepreneurs across the U.S. to launch and operate their own package delivery business. Previous logistics experience isn't required—Amazon is looking for partners that are customer-obsessed, interested in problem solving, and can coach a team successfully.

That sounded perfect to Ranalli who quit her job in August 2018 and founded Tucson, Ariz.-based HieQ Logistics last November. Since partnering with Amazon, HieQ now employs 85 people—80 of whom are drivers that serve thousands of customers each day in their local community.

"I have a deep admiration for Amazon's ability to satisfy customer demands in unique and efficient ways," Ranalli says. "I enjoy working with a company that prides itself on innovation and being a part of that."

Here, Ranalli discusses what it takes to be a successful entrepreneur and Amazon Delivery Service Partner:

### WHAT IS THE MOST IMPORTANT QUALITY OF A SUCCESSFUL AMAZON DELIVERY SERVICE PARTNER?

**RANALLI:** Grit and adaptability. You will never have the same day twice in this role. Your ability to pivot and charge in another direction is critical to your success. You can only learn from your mistakes the day before, make changes and move forward.

### WHAT ARE THE NECESSARY QUALITIES IN THE EMPLOYEES YOU HIRE?

**RANALLI:** I believe in hiring the right person who has the right temperament and I can teach everything else. I start by asking them for an example of teamwork in their past, regardless of the industry. The cornerstone of our success is teamwork.

### WHAT KIND OF PERKS COME WITH WORKING AT HIEQ LOGISTICS?

**RANALLI:** It's kind of a joke in the station, but some of our drivers actually come in on their days off and we all eat together. A sort of family dinner. During Prime Week, we had a family dinner every single night. We provide other incentives to our drivers as well.

We also try to go above baseline expectations and offer extra perks to our employees outside of typical work incentives. We have a financial educator come in to discuss budgeting, financial

myths, and financial management. We had a summer raffle series and gave out a two-night resort vacation package, gaming systems and PTO. We have the opportunity to change the lives of 80+ people.

### WHAT MOTIVATES AND DRIVES YOU?

**RANALLI:** What motivates me is my team. The energy that they bring on a daily basis encourages me to be there for them as a leader. I give them 100 percent and they give me 1,000 percent. They are the reason we are so successful. They are the ones that go out and work hard every day, and take care of our customers. It's a rewarding partnership and I could not be more proud of them.

### WHAT'S THE BEST PART ABOUT BEING AN AMAZON DELIVERY SERVICE PARTNER?

**RANALLI:** The autonomy to create our own company, and continuously improve with Amazon's systems-based approach. We have the ability to use all our previous work experience and leverage that to build the company we've always wanted to work for. That's priceless.



To learn more about how you can become an Amazon Delivery Service Partner, visit [logistics.amazon.com](https://logistics.amazon.com).



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# A Business Is More Than Its Revenue Numbers

**W**hat does a successful company look like? Marc Randolph offered an answer earlier in this issue. He's the cofounder and first CEO of Netflix, and he suggested that every entrepreneur ask themselves a fundamental question: *Why are we doing the things we do?* "If people are doing this because they think they're going to be rich? Not going to happen," he said. "If they think they're doing it because they're going to be famous? Not going to happen. You have to do this because fundamentally, you love solving problems."

This is true—and it's also a good way to set expectations. "Solving problems" is simply the only thing an entrepreneur can control. Nobody can engineer wealth or fame, but we *can* devote ourselves to the grinding, occasionally thrilling, deeply satisfying task of picking apart problems and engineering solutions. Our expectations should be set there. Our goal is to fix things. And if we do it well, a company will be born out of our ideas. (And then, that company will create even more problems to solve!)

Randolph's answer is also important because it sets up what comes next. If you create a company with the sole intention of amassing wealth, you'll create a hungry, rabid, unstable entity. If you create a company with the intention of attracting fame, you'll create a top-down organization that serves only your own needs. But if you create a company to solve a problem, you'll attract people who are similarly minded, and you'll all push each other to improve. *This* is the kind of company we want to celebrate. It's the reason Entrepreneur 360 exists.

At *Entrepreneur*, we believe in building companies that last. We want to help entrepreneurs create legacies. And this is why we designed Entrepreneur 360 the way we did. It doesn't just look at growth percentages or revenue figures, because we know those digits tell only a small part of a company's story. (Think of the last startup that flashed around its 5,000 percent annual growth and hundreds of millions in revenue—revenue that, we'll all generally come to learn, masked millions more in losses.) Instead, we took on the challenge of weighing

the hard stuff: We looked at valuation and growth, yes, but also a company's impact on its community and industry, the quality of its innovation, and the strength of its leadership. We wanted to see not just what a company's output is, but the quality of its insides. We wanted to understand its team as much as its term sheets.

To do this, we asked for a lot of confidential information (and yes, we're keeping it confidential). We did a lot of research. We built a process that evaluated companies holistically, not just by dollar signs. And when we crunched the numbers, the companies on the following pages (and in the full list at Entrepreneur.com) rose to the top. They are the exemplars of well-rounded companies—the ones that look at business from a 360-degree view.

Our hope is that by celebrating companies this way, we help change the narrative about what success looks like. You'll have heard of some of these companies, but many others fly under the radar. They haven't sought fame or fortune, so to speak. But they deserve the recognition and the revenue.

That, after all, is what it means to be a problem solver. You're in the trenches. You're focused on the task at hand. And then, if you do it right, every once in a while, you'll stick your head up from the ground and be reminded that you're a winner. Then you'll get back to work.

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# 1 ClickFunnels

**INDUSTRY** Software publishers

**LOCATION** Eagle, Idaho

**ClickFunnels is a SaaS company that helps businesses acquire customers. Sounds investor-friendly—but you never raised money. Why?** *Todd Dickerson, cofounder:* I guess we never really considered it as an option. We actually built ClickFunnels more for ourselves. We had been selling online for years, and we saw a recurring pattern of what works best. I was creating the exact same package and real-

ized there was a huge opportunity to create a software as a service model.

**Did lack of funding ever hold back growth?** In the early days, even a couple years back, we didn't have enough manpower. We stayed super lean, so we did struggle with infrastructure and not having expertise in different areas we were trying to command. But that's not to say I would do

it any different. Go through those hurdles, because what you learn doing that process is something you would never learn otherwise.

**What do you attribute your success to?** What we do different than most software companies is we focus on being profitable up front. Our software was built to help people create online sales funnels and sell their products online. We practice what we preach.

RANK	COMPANY	INDUSTRY	LOCATION
5	Malouf	Consumer electronics and appliances rental	Logan, Utah
6	STRATIS IoT	Software publishers	Philadelphia
7	TargetCW	Temporary help services	San Diego, Calif.
8	Torch Technologies	Engineering services	Huntsville, Ala.
9	22nd Century Technologies, Inc.	Professional employer organizations	Somerset, N.J.
10	Good Life Companies	Investment advice	Reading, Penn.
11	Welfont	Offices of real estate agents and brokers	Tampa
12	Jyve	Temporary help services	San Francisco
13	RevUnit	Computer systems design and related services	Bentonville, Ark.
14	G&A Partners	Professional employer organizations	Houston
15	RippleNami, Inc.	Software publishers	Cardiff, Calif.
16	MegaCorp Logistics, LLC	Freight transportation arrangement	Wilmington, N.C.
17	TouchSuite	Financial transactions processing, reserve, and clearinghouse activities	Boca Raton, Fla.
18	MeWe	Internet publishing and broadcasting and web search portals	Los Angeles
19	LLamasoft, Inc.	Software publishers	Ann Arbor, Mich.
20	ProMedia, Inc.	Advertising agencies	North Miami, Fla.
21	Nature's Fusions, LLC	All other chemical product and preparation manufacturing	Provo, Utah
22	uStudio, Inc.	Software publishers	Austin, Texas
23	Infinite Windows, LLC	Glass and glazing contractors	Doral, Fla.
24	Aqility Inc.	Linen and uniform supply	Newton, Mass.
25	Zeel	Other personal care services	New York City
26	Pegasus Optimization Managers, LLC	Support activities for mining	College Station, Texas
27	ej4, LLC	Professional and management development training	St. Louis
28	Active Environmental	Exterminating and pest control services	Provo, Utah



# 2 PHE, Inc.

**INDUSTRY** Electronic shopping and mail-order houses

**LOCATION** Hillsborough, N.C.

**You started as a condoms-by-mail company. Now, with your Adam & Eve brand, you're the largest adult-product retailer in America. Was the transition difficult?** *Phil Harvey, cofounder and CEO:*

The main difficulty is getting locations for what is considered controversial in many communities. We make sure our stores are attractive, well-lit, inviting to both women and men. And we insist they be in parts of town where ordi-

nary upscale retailers' stores are located—not in the “adult-only” parts of town.

**Why do you think PHE stood out from the competition?** We developed a superior fulfillment operation. A lot of entrepreneurs got into the sex toy business, but when it came to the practicalities of organization, warehouse product inventories, inventory forecasting, and customer service, to a lot of entrepre-

neurs that was a “boring” part. They didn't want to do that. What they wanted to do is sell.

**What's your biggest challenge going forward?** Sexually oriented merchandise is getting more accepted in American culture. Many of the products we sell are also for sale in Walmart and CVS and other mainstream outlets. We are delighted to see that acceptance—but it does represent additional competition.

RANK	COMPANY	INDUSTRY	LOCATION
29	R2C, Inc	Aerospace product and parts manufacturing	Huntsville, Ala.
30	Modality Solutions	Engineering services	League City, Texas
31	Transportation Impact	Support activities for rail transportation	Emerald Isle, N.C.
32	Joe's Garage Coffee	Coffee and tea manufacturing	Tukwila, Wash.
33	UWorld	Educational support services	Dallas
34	Terakeet	Computer systems design and related services	Syracuse, N.Y.
35	Atlas MedStaff	Temporary help services	Omaha
36	Origin USA	Sporting and athletic goods manufacturing	Farmington, Me.
37	Axum Corporate Health Strategies	Offices of all other health practitioners	Herriman, Utah
38	eAssist Dental Solutions	Accounting, tax preparation, bookkeeping, and payroll services	Farmington, Utah
39	LA New Product Development Team	Research and development in the social sciences and humanities	Shreveport, La.
40	PURE Insurance	Direct insurance (except life, health, and medical) carriers	White Plains, N.Y.
41	Abstrakt Marketing Group	Advertising agencies	Saint Louis
42	Transiris Corporation	Computer systems design and related services	Burlingame, Calif.
43	Seeq	Software publishers	Seattle
44	Just Funky	Electronic shopping and mail-order houses	Richfield, Ohio
45	Beverly Hills Teddy Bear Company	Doll, toy, and game manufacturing	Santa Clarita, Calif.
46	Freight Motion Inc.	Freight transportation arrangement	Austin, Texas
47	Advertise Purple	Advertising agencies	Santa Monica, Calif.
48	MarketplaceOps	Electronic shopping and mail-order houses	Los Angeles
49	Digital Resource	Fruit and vegetable markets	West Palm Beach, Fla.
50	GeoLinks	Wireless telecommunications carriers (except satellite)	Camarillo, Calif.
51	Scientist.com	Marketing research and public opinion polling	Solana Beach, Calif.
52	Hyperion Partners	Other telecommunications	Las Vegas

# 3 PatientPop

**INDUSTRY** Software publishers  
**LOCATION** Santa Monica, Calif.

**You and your cofounder and co-CEO, Travis Schneider, already built and sold two companies together. How did you create PatientPop, a software company that helps doctors attract and retain patients?**

*Luke Kervin, cofounder and co-CEO:* We decided to set criteria up front. What makes a good business? What are the underlying fundamentals? One, we decided it had to be a massive market. Two, we were looking for an

opportunity with very little competition. Finally, we were looking for opportunities where the business model and market commanded a high valuation. If we were going through this again, let's give ourselves the chance to build a multibillion-dollar business.

**How do you guys work so well together?**

We learned early on that we had different skill sets. When an opportunity presents itself, we

know without even discussing it who should be the lead on that particular opportunity.

**What advice do you have for entrepreneurs looking for a cofounder?**

Make sure you find someone you are really compatible with. Growing a business can be incredibly challenging, and you need to work with someone you are very comfortable with and can have disagreements with in a professional tone.

RANK	COMPANY	INDUSTRY	LOCATION
53	Hireology	Software publishers	Chicago
54	Love Your Melon	Clothing accessories stores	Minneapolis
55	The IMA Financial Group	Insurance agencies and brokerages	Denver
56	Besomebody, Inc.	Management consulting services	Cincinnati, Ohio
57	Buffer	Software publishers	San Francisco
58	Health Recovery Solutions	Home healthcare services	Hoboken, N.J.
59	Tiesta Tea	All other food manufacturing	Chicago
60	The Author Incubator	Book publishers	Washington, D.C.
61	Dynamic Blending	Fertilizer manufacturing	Vineyard, Utah
62	TaskUs	Other business support services	Santa Monica, Calif.
63	Malka Media	Motion picture and video production	Jersey City, N.J.
64	Gladiator Lacrosse, LLC	Sporting and athletic goods manufacturing	Boca Raton, Fla.
65	Distillery	Engineering services	Santa Monica, Calif.
66	Ketamine Wellness Centers	Other outpatient care centers	Mesa, Ariz.
67	Crimcheck	Other business support services	Brunswick, Ohio
68	Telacare Health Solutions, LLC	Other personal care services	Fishers, Ind.
69	Courier Distribution Systems	Couriers and express delivery services	Duluth, Ga.
70	NanaMacs	Women's clothing stores	Post Falls, Idaho
71	Ledge Lounger Inc	Furniture merchant wholesalers	Brookshire, Texas
72	Landscape Development, Inc.	Highway, street, and bridge construction	Castaic, Calif.
73	AutoClaims Direct Inc. (ACD)	Other insurance-related activities	Carlsbad, Calif.
74	Confianz Global, Inc.	Computer systems design and related services	Charlotte, N.C.
75	AgencyEA	Management consulting services	Chicago
76	Artisan Talent	Temporary help services	Chicago



# 4 ClearDATA

**INDUSTRY** Computer systems design and related services

**LOCATION** Austin, Texas

**ClearDATA is a cloud solutions company for healthcare organizations, and has doubled in value every year for the past six years. What's your growth strategy?** *Darin Brannan, CEO and cofounder:* I started my career as a venture capitalist. It gave me a good understanding of the critical success factors of companies that have breakout growth. A lot of companies are happy with 30 percent growth and

can nicely, organically grow and sequentially build what they need, but they might get outranked by those that are growing much faster. From the beginning, build a culture of innovation. Everything they do, everything they touch, they have to think out of the box.

**Do you worry about growing too quickly?** It's definitely not for the faint of heart. If you don't have high levels of adapt-

ability, agility, and perseverance, you just aren't going to be a fit here. The three pillars of our culture are recruit, grow, and reward.

**What's your biggest challenge while aiming for that 100 percent growth rate?** Measured growth. You can't get too big of a sales and marketing effort ahead of where your product is and your ability to deliver and service those customers in a high-quality fashion.

RANK	COMPANY	INDUSTRY	LOCATION
77	Orases	Computer systems design and related services	Frederick, Md.
78	Ecosense Lighting	Lighting fixture manufacturing	Los Angeles
79	Skillz Inc.	Spectator sports	San Francisco
80	Sunny Days In-Home Care, Inc.	Home healthcare services	Canonsburg, Pa.
81	StruXure Outdoor	Ornamental and architectural metal products manufacturing	Dahlonega, Ga.
82	Acuna Consulting, Inc.	Management consulting services	College Park, Md.
83	Opex Technologies	Management consulting services	Raleigh, N.C.
84	Renetec Direct	Software publishers	Grants Pass, Oreg.
85	Cloudbreak Health	All other ambulatory healthcare services	Columbus, Ohio
86	SetSchedule	All other professional, scientific, and technical services	Irvine, Calif.
87	SideChef	Software publishers	San Jose, Calif.
88	Genesis Construction of the Carolinas, Inc.	Commercial and institutional building construction	Charlotte, N.C.
89	Disruptive Advertising	Advertising agencies	Lindon, Utah
90	Valens Global	Research and development in the social sciences and humanities	Duluth, Ga.
91	StoreBound	Household appliances, electric housewares, and consumer electronics merchant wholesalers	New York City
92	Tek Leaders, Inc.	Computer systems design and related services	Plano, Texas
93	RPM Freight Systems	Freight transportation arrangement	Royal Oak, Mich.
94	Listen Associates	Other business support services	New York City
95	Jackrabbit Technologies	Computer systems design and related services	Huntersville, N.C.
96	Adapt2 Solutions	Software publishers	Houston
97	Approyo	Computer systems design and related services	Brookfield, Wisc.
98	Parabole.ai	Computer systems design and related services	Monmouth Junction, N.J.
99	Recoup Fitness	Sporting and athletic goods manufacturing	Denver
100	HitchSwitch	All other personal services	New York City



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# Franchise Franchisee



PHOTOGRAPHS COURTESY OF MARCO'S PIZZA; HEADSHOT PHOTOGRAPHS BY STEPHANIE MOSELY

## From Flying High to Pizza Pie

Former Air Force intelligence analyst **Stephanie Mosely** became a Marco's Pizza franchisee. And yes, those jobs do have something in common. **by HAYDEN FIELD**







**B**eginning in 1985, Stephanie Mosely spent seven years as an Air Force intelligence analyst with top-secret clearance, running a division that oversaw the highest- and fastest-flying aircraft ever built. Which is to say, she never thought she'd end up running a pizza joint. But fast-forward to 2016, and as she was heading home from her corporate sales job in Virginia, a wind-waver banner caught her eye and lured her into a Marco's Pizza, an international franchise with more than 900 locations. She read the company's family-founded origin story, ordered a sausage-and-pepperoni pizza, and was sold: She wanted a piece of the Marco's pie. Two years later, she opened the doors to her very own location in Newport News, Va., and is learning that her experiences in corporate America and the military perfectly prepared her for life as a franchisee and entrepreneur.



**Pizza is a total career shift for you. What tools has Marco's given you to help you succeed?**

There's an online education platform called Marco's University that offers training and courses for franchisees, managers, and employees. Employees also take real-life courses on how to make

a pizza, how to stretch dough, how to sauce a pizza, proper portioning, and more. The amount of cheese on a pizza, depending on the size, should be four, six, eight, or 10.5 ounces. If someone's not weighing the cheese and there's 8.3 ounces of it on the pizza instead of eight,

for example, that translates into real losses. I have a new general manager who makes sure every pie is weighed, and my food costs have gone from \$4,600 a week to \$3,500.

**How did you first market your franchise to**

**the local community?**

The day before our grand opening, we offered free pies for local residents. It was designed to get the employees operationally ready and train them on the point-of-sale systems and making and delivering pizzas in a timely manner. It was a zoo, but that was a good thing; it got members of the community to come in.

**Did the lessons you learned in the military prepare you for entrepreneurship?**

As an intelligence analyst, I learned how to apply critical and analytical thinking in decision-making. That skill served me well in all my military assignments, whether I was overseeing the SR71 aircraft program in Okinawa, Japan; working with the 6th Tactical Intelligence Group in South Korea; or stationed in Austin, Tex., while the U.S. fought the war on drugs. In terms of entrepreneurship, analytical thinking helps you analyze reports on sales by the hour and day, demographics, and geography so you can strategize how to grow your business and be profitable. If you know things are slow on Mondays, you have to come up with ways to increase business for that day of the week. Sometimes if we're slow on a Monday at my Marco's location, we'll put out a "50 percent off for nearby residents" sign and bring in business that way.

**What's your advice for other veterans seeking franchise opportunities?**

Seek out franchises that support veterans, like opportunities through the VetFran program. I got a lot of help from VetFran; they helped me get a discount on my Marco's franchise fee, and they paired me with a consulting company called FranNet. My adviser helped me navigate the franchise process—what to expect, what to look for in a good company, and pitfalls to avoid.



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# A Veteran Leader

**Jeff Farnell** learned to develop strong teams when he was in the military. Decades later, he's the director of operations at Dogtopia, where he's found a new pack to support. **by STEPHANIE SCHOMER**



**J**eff Farnell loves to lead. It's a skill he learned and cultivated as a young man in the Air Force, but he didn't realize just how much he loved to build teams and motivate people until he exited the military, got a job in satellite communications—and hated every minute of it. To refresh his nascent career, he pivoted to the restaurant industry and eventually landed in franchising, where a strong, communicative team is necessary for success. Now, as the director of operations for Dogtopia—a dog daycare, boarding, and spa franchise—he oversees more than 100 locations throughout North America and helps create a sense of community among the far-flung franchisees, enabling each to be a leader in their own towns and cities.



**You've worked in the franchise industry for almost 15 years. How did you end up in this space?**

I was in the Air Force for four years, and during that time I got to lead and create teams, and I loved it. When I got out, I started working in the career field in which I had trained, which was satellite communications. And I did not like it at all! I had become just an employee, and I really missed the leadership aspect. So I quit that job and started managing my friend's restaurant, which eventually led to me working at [franchise] Souper Salad. And I was back into what I like.

**So you were able to tap into what you learned in the military?**

I'll tell ya, I learned so much

about developing people and leadership and the importance of creating teams that really valued each individual. Being organized and disciplined and focused—those are key aspects I brought with me to the civilian life.

**What are some ways you work to develop franchisees as a part of a larger team?**

You have to understand their business thoroughly and be an advocate—someone they could trust in a position of authority. It's my job to make sure they're successful with their life investment. That's something I take very seriously.

**In addition to the services Dogtopia offers its customers, the Dogtopia Foundation supports a number of**

**charitable initiatives that have really become part of the brand's DNA. Why?**

The foundation is part of what we call our "noble cause." We support literacy programs and promote the hiring of people on the autism spectrum, and all the stores participate in fund-raising efforts, the money from which supports organizations like America's VetDogs, which provides service dogs to military vets. The franchisees all get involved, doing events in their communities to raise awareness and get the word out. And our franchisees are always coming to us with ideas for new causes we can support and ways to get involved.

**How does Dogtopia create that sense of community within its network of franchisees?**

We have a newsletter called *Grow, Dogtopia, Grow*, and it goes out once a week to communicate milestones for the company. We also go out on road shows with the CEO, we hold a big conference once a year as well as regular webinars, and our operations managers communicate with each franchisee to discuss P&L each month. At the corporate office, we really understand that we're all partners. We are the brand, but it is the franchisees' business. We're not going to stand back and say, "You're on your own." Not a chance.





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# Maximize Your Customers

Do you have the right CRM? Here's how to find the best one—which will make customers happy, and a franchisor's or franchisee's life easier.

by **HAYDEN FIELD**



## 1/ Prioritize Ease of Use— for Yourself and Customers

From Dan Tyre, sales director at HubSpot, a CRM provider

**I**n 2019, every company has to be a technology company. It doesn't matter if you're a franchise, a small business, or a nonprofit—buyers expect you to provide good service, and to do that, you need to have access to information. Five years ago, if you wanted to use customer relationship management software, it cost hundreds of thousands of dollars and was time-consuming to install. Now, in a modern CRM, you're looking for software that's cost-effective, quick to install, and straightforward to manage. It's a red flag if you have to have an administrator set things up; that might mean it's too difficult to use. You're also looking for some critically important attributes that help integrate the sales and marketing processes into one. That's a huge advantage for franchisees. In today's world, it's all about 'smarketing'—salespeople market, and marketers sell, so if your CRM isn't easily integrated with your marketing packet, it can get a little gnarly. Two features to ask about [if your company is in sales]: lead intelligence and lead notifications. That means if you're a customer, every time you visit the website, I know you're there, and the CRM notifies me as a business owner when you're on certain pages, so I can rise like a genie from the keyboard and chat with you. Think: 'I saw you're on the pricing page—what are you looking for help with?'

## 2/ What to Ask About

From Dustin King, franchisee, Auntie Anne's

**KING OWNS** 30 Auntie Anne's franchise locations across the Southeastern U.S., along with a number of other snack food franchises. He committed to using CRM software Zignyl two years ago after considering its...

### 1/ Time-cost savings.

Calculate how much time a product is saving compared to its cost. "If I can save my manager three to four hours a week and she's making \$15 an hour, then it's a no-brainer to spend \$99 a month," says King. "Now my manager is focused on driving sales, catering, recruiting,

and training—and not spending time on things that can be automated."

### 2/ Communication.

Zignyl has dedicated customer service reps, so if King needs something, such as a password reset or additional access to a certain level of the platform, they respond that day—often within five or 10 minutes.

### 3/ Test-drive.

Zignyl allowed him to test its software before committing. "If they're not willing to give you a 30-, 60-, or 90-day test, then I'd be concerned," he says. "If the software is great, they should have no problem allowing you to test that and see."

## 3/ Unexpected Success

From Dan Sage, director of technology/CIO, Handyman Connection

**What he expected** In 2013, Sage began working with NuSoft Solutions, a CRM now owned by Avtex, to identify new business. He'd had difficulty analyzing customer data before, and didn't expect much.

**What he got** Sage knew repeat customers were important, but he didn't know *how* important until he saw the numbers. If a Handyman Connection franchisee went door-to-door making job requests for 100 new customers, the success ratio would be around 40 percent. If they approached 100 former customers, the ratio would jump to 90 percent. The CRM's data analysis tools helped Sage reevaluate budget dollars being used on customer acquisition versus retention, and increased efficiency by nearly 50 percent.



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# Where Have All the Plumbers Gone?

America has a skilled trade labor shortage. Companies are struggling to hire plumbers, electricians, HVAC repair personnel, and more—leading to declining profits, longer wait times, and unhappy customers. What will it take to fix this?

by **MAGGIE GINSBERG**







**→ SEEKING SKILLS**  
Vinnie Sposari (right)  
with an employee.  
(Below) Mr. Rooter  
staff at work.



**B**ack in Vinnie Sposari’s day, plumbing was considered a good, honest living. Before shop classes started disappearing from high schools and four-year college was championed as the only respectable career path, Sposari could put a classified ad in Sunday’s paper and have six or eight résumés on his desk by Monday. Good résumés, too. But those days have gone the way of print newspapers.

“Very, very rarely will you get a licensed, skilled plumber calling you,” says Sposari. He’s 55 now and spent his career rising up in the plumbing business. He started straight out of high school and soon founded Sposari Plumbing. In 1992, he bought into a plumbing franchise called Mr. Rooter to “learn the business side of things,” and today he owns Mr. Rooter territory throughout western Washington, covering 3.8 million people, with 65 employees and 30 trucks. He’s watched the skilled labor shortage coming for a long time, but it’s only the past few years that have started to really hurt.

“When the computer age hit, maybe 20, 25 years ago, all of a sudden it wasn’t sexy to be a tradesperson,” says Sposari. “But back then, there were people my age still in it. Now we’re seeing those people aging out, and there’s nobody to backfill them. That’s why we’re having such a crunch now.”

Then there’s the lingering misperception that skilled trades and higher education are two different things—something people like Sposari want to change. It takes four to six years to earn a plumbing license, not unlike a college degree. And in some ways, a trade education is a better deal. Workers can be paid on the job while they learn and then “graduate” into the workforce with higher starting salaries and without the burden of student debt.

To save his profession, Sposari has begun thinking differently. Finding a licensed plumber had become a needle-in-a-haystack problem. “So we opened it up to the entire haystack,” he says. He now hosts biweekly career nights to try to educate the local workforce on just how good plumbing can be and has implemented a 12-month paid training program so he can give

new hires of any background \$15 to \$18 an hour to start. Once in a truck, he tells them, his plumbers make \$60,000 to \$80,000 yearly. With time and experience, some even make \$200,000.

Will it work? It’s a bigger question than one plumber in western Washington can answer. As the country’s largest trade franchises are finding, success will require changing more than just careers—it will require changing society at large.

**HOW BIG** is this problem? Here’s one way of looking at it: A Deloitte study found that the skills gap may leave an estimated 2.4 million positions unfilled between 2018 and 2028, with a potential economic impact of \$2.5 trillion.

And here’s another way to look at it: Neighborly, the world’s largest franchisor of home service brands, is hearing about this problem from its franchisees almost daily.

“Franchisees say they have constrained capacity. They have more jobs than they have people to do them, and that is holding them and us back,” says Mary Thompson, Neighborly’s COO. Her company owns 22 home service brands, including Mr. Rooter, Mr. Electric (electrical services), Glass Doctor (glass repair and replacement), and Aire Serv (heating and air-conditioning services). In total, Neighborly has 3,700 franchisees, 850 associates, and more than \$2 billion in annual sales. A skilled trade labor shortage impacts its bottom line—and Thompson feels that pain as more than just an executive with 25 years of franchise experience. She’s also a licensed plumber.

“It’s the hardest test I ever took,” says Thompson. “Harder than any college exam I ever had.”

Indeed, it isn’t easy to become

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a licensed tradesperson, which is also part of the problem. The process takes time and commitment, and must meet the rigorous legal criteria required of technicians who work with complex, potentially dangerous systems. With fewer attempting the feat in the first place, and baby boomers retiring in record numbers, franchisees are left with a unique hiring gap that can't be filled overnight—and they're losing business because of it. A recent National Association of Home Builders survey showed 81 percent of members experienced delays in completing projects due to the shortage.

"I sent out an email to a group of our franchisees yesterday and said, 'How many jobs do you feel you missed because you don't have technicians?'" says Steve Truett, president of Aire Serv, which has almost 200 franchise locations across North America servicing residential HVAC systems. "One said they felt they missed as much as 10 to 20 percent of their business in the summer months. Another one, a larger company, may miss 30 calls a day during peak season because they can't get to them."

Truett sees the problem as generational. "Traditionally, we'd see more seasoned technicians that grew up in the trade, maybe their dad was in the business or they went to a trade school," he says. Each generation would follow the last—benefiting from good jobs that can't be outsourced. But now, Truett says, that generational inspiration isn't being passed down. "For every three people that retire from the trades, only one person is entering on the other end. Somewhere along the way, people started looking down their nose at trades, like they were beneath their kids, and it just shouldn't be that way."

So for franchisors like him, the first solution seems



→ **SPEAKING UP**  
Mary Thompson,  
Neighborly's COO, at a  
company-wide event.



WE'VE DEFINED SUCCESS AT A SOCIETAL LEVEL SO NARROWLY...THIS RACE TO GO TO COLLEGE IS ABOUT AS USEFUL AS SAYING EVERYONE HAS TO BE A PLUMBER."

straightforward: They have to do what their retiring tradespeople have not, and introduce this career to a new generation.

**ABOUT THREE** years ago, Neighborly began an unprecedented effort to help its brands address the shortage. It began by surveying all franchisees about their pain points and then zeroed in on the biggest: Franchisees said they didn't know how—or didn't have the time—to find the people they need.

Addressing this problem would be tricky, because franchisors have to be careful about how they help franchisees with hiring. It's the result of a wonky regulation known as "joint employer." Five years ago, the National Labor Relations

Board threw the franchise world into a panic by declaring that McDonald's might be liable for federal labor law violations at its franchises. The reason, it said, was that the McDonald's corporate office had indirect control over its franchisees' employees and therefore functioned as those employees' second employer. In response, many franchises scrambled to distance themselves from their franchisees' hiring and HR practices, lest they be found similarly liable. The franchise industry has railed against the concept of joint employer ever since. "Because of this, it's now a lot harder for brands and business owners to work together on anything employment related," says Stephen Worley, senior

director of communications for the International Franchise Association.

Thompson, the Neighborly COO, was of course aware of all this, but she still wanted to find a way to help. Neighborly couldn't hire or recruit on behalf of Mr. Rooter franchisees, but it determined that the company could onboard vendors who provide tools to franchisees. So that's what it did, forming relationships with a wide range of useful companies. One of the most successful has been CareerPlug, a company that makes hiring software. Now when Sposari or any Mr. Rooter franchisee needs to hire a new employee, they can use CareerPlug to distribute their posting, prequalify applicants, and communicate with





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them efficiently. Today, 70 percent of Neighborly brand franchises use the service.

Neighborly also created a scholarship program to bring women into trades, covering tuition, books, travel, and fees for women enrolled in accredited trade or technical schools, whether they work for Neighborly brands or not. (“Last I checked,” says Thompson, “only 1.5 percent of all licensed plumbers are women.”)

But Neighborly, along with other like-minded companies, is also thinking about this problem more broadly. That’s why, in May, it joined a collective called Generation T. It was founded by Lowe’s, the hardware chain, and aims to change the narrative about trade jobs. It currently has 60-plus members, who are coming at the problem

in various ways. Apparel brand Timberland Pro, for example, launched a campaign in the fall of 2018 called “Always Do. Never Done.” Bosch Power Tools North America, through a community fund it created, is providing scholarships for Chicago-area high school students who are interested in the trades.

These measures may help, but Harvard professor Todd Rose believes they’ll have only a limited impact. That’s because the skills shortage goes deeper than just hiring practices and advertising campaigns, he says. It goes to what we as a society value and believe—and, even more important, what we think *everybody else* values and believes.

**“WE’VE DEFINED** success at a societal level so narrowly,” says Rose. And now, he says, that has

resulted in a trade skills deficit.

His research backs him up. Rose is also the cofounder of Populace, a social impact think tank that studies the science of individuality. In September, his group released a poll that he calls “the largest study ever of how Americans view the life they want to live, and what goes into it.” The first results were unsurprising. For example, the *majority* of people surveyed said they value things like relationships, fulfillment, and character more than they value fame or money. But then things get interesting. According to the data, most respondents believe they’re in the minority. They think that the majority of Americans value different things—particularly, that other people value status above everything else.

The true majority, in other

words, believes it’s in the minority. As a result, the majority is afraid to say what it believes. Economists have a term for this gap: *preference falsification*. And Rose says it might be leading people to prefer college over trade school.

“Not only from an economic standpoint, [trades] are really important, valuable jobs that will provide stability and opportunity to a wide range of people. But when you combine that with this incredible shift toward a much more personal and nuanced view of success for individuals, you realize there’s never going to be a one-size-fits-all there,” says Rose. “So this race to go to college is about as useful as saying everyone has to be a plumber.”

How do we change that perception—making people feel comfortable pursuing success as



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they define it? Rose believes franchises are uniquely positioned to play a role here. They can offer a path to management or even business ownership for individuals who may or may not have a degree, or outside training, but are passionate about the work. That means they can offer multiple versions of success at once. Someone can train in a trade and, if they want, eventually transition into a higher-status role.

Research is clear that we perform better in jobs we care about, when we're engaged, motivated, and feeling like what we do matters. But that formula is different for each of us, according to Rose's research. To be clear, he received a doctorate in education from Harvard; he's hardly anti-college. But he argues that attending college is not for everyone (no matter

how intelligent), rarely predicts future performance in the workplace, and so far has clocked a staggering \$1.5 trillion in student debt. The way he sees it, our culture needs to start recognizing the inherent value in varying pathways to success based on what we each uniquely value—and then we need to start admitting that out loud.

"You can't just backdoor your way into some of these jobs, because they require real training," says Rose. "So what worries me is that many people are forgoing the kind of training that would actually lead to a more secure and fulfilling life in order to play a game they don't even want to play but think they have to."

**WHEN** tradespeople think about the shortages in their industry,

they see a strange disconnect. You'd think people would value trade workers. Every homeowner cares deeply about their house. Everybody needs working toilets, heat to stay warm, and lights to see. So isn't the provider of those services valuable?

"What we do affects the quality of people's life on a day-to-day basis," says Truett, Aire Serv's president. "If you live in Texas in August and your AC goes out, or if you live in Wisconsin in January and your heat goes out, that can be a matter of life and death."

Truett wonders if the solution lies in schools, where many students first develop visions of their professional lives. If trades were more respected in schools, he thinks, he might have an easier time convincing kids that his company can provide a career.

A few years back in Texas, however, he sat through a high school graduation ceremony that seemed to capture his problem. As each of the students was called up to receive a diploma, the announcer shared where they were headed—typically college, or the military. Of the 404 graduates, fewer than 10 hadn't chosen one of those options.

By contrast, he recently read about a high school that held a celebration day for graduates going into the trades, similar to what some schools do for athletes on National Signing Day.

"I thought that was fantastic, that they were celebrating, because we need that," he says. "We need people to look at the trades in a different light." **E**

*Maggie Ginsberg is a writer in Madison, Wisc.*

# COMMITMENT TO YOUR COMMUNITY DOESN'T HAVE TO END!

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**Initial franchisee fee for active duty and veterans**



\*Data are based on each company's Franchise Disclosure Documents (FDD) for all franchise centers open in 2017, except for Kumon, which are for centers open at least three years, and Tutor Doctor, which are for centers open at least one year. We estimate Club Z! revenue from its financial statement as total franchisor revenue, less purchase of trademarked material and software fees, divided by the average royalty rate, then divided by the number of centers. We estimate Kumon revenue from its FDD and a 2015 survey of its centers as average center enrollment multiplied by an average monthly enrollment charge of \$120, plus registration fee of \$50 and materials fees of \$30 for half of its enrollments. We estimate Tutor Doctor revenue as follows: Its FDD provides (a) average enrollment by quartile for centers open 12-24 months and for centers open 25+ months; and (b) average enrollment value for each group. We compute each group's total enrollment by quartile. For each group, we multiply each quartile's total enrollment by that group's average enrollment value to estimate total revenue for each group's quartile. We estimate the average center's revenue as the sum of these revenue estimates divided by the total number of centers.

[HuntingtonFranchise.com](http://HuntingtonFranchise.com)

**1.800.653.8400**

[Franchise@HLCmail.com](mailto:Franchise@HLCmail.com)



# Hello Inspiration. Meet Opportunity.



Franchises and business opportunities are a great way for inspired leaders to launch ventures of their own (or two, or three) within an established system. Read about several successful business models and concepts in this section to get started finding the right opportunity for you.

## **Cruise Planners**

*Travel*

## **Express Employment Professionals**

*Staffing*

## **Pillar To Post**

*Home Inspection*

## **Subway**

*Subs & Sandwich's*

## **PuroClean**

*Restoration*

## **Save A Lot**

*Grocery Store*

## **Garage Experts**

*Garage Makeover*



# Military Families Find Success with Cruise Planners

When active-duty U.S. Navy Officer Isaiah Banks told his wife Deborah he wanted to purchase a Cruise Planners franchise, she wasn't exactly thrilled.

As she dug into Cruise Planners more though, her attitude started to shift, and what began as Isaiah's business dream, quickly became a family affair.

"It was so much fun!" Deborah says. "I wish I had started earlier."

Together, the couple run their home-based travel advisor business and help customers plan amazing vacations all around the world. Although hesitant at first, Deborah played a critical role in the early years of the business.

"Because I was still active-duty military, there was a lot I couldn't do," Isaiah says. "Deborah did a lot of the work from the home front. If she didn't do that, we wouldn't have the franchise today."

## A Flexible Franchise for Military Families

One of the biggest draws about Cruise Planners was the flexibility it allowed. As

a home-based business, the Banks had the freedom to set their own hours and work the business from anywhere. This was imperative for a busy military family who moved all around the world.

"We never had to start all over from scratch," says Deborah. "Wherever we'd go, our travel business and clients would follow us."

## Why Veterans Thrive

Now retired from the Navy, Isaiah sees a lot of skills that translate from the military to successful Cruise Planners franchise ownership.

"Most military members have traveled the world. We have dedication, we are process thinkers and we know how to get things done," he says.

## Building Success Together

Despite her initial hesitations, Deborah cannot imagine her life without Cruise Planners.

"We have been growing the business together, and it has been a great pleasure

## About Cruise Planners

Cruise Planners, an American Express Travel Representative, is the nation's largest home-based travel franchise with over 2,500 franchise owners who sell all types of travel including cruises, guided land tours, all-inclusive resort vacations and more.

## Cruise Planners Fun Facts

- ✓ Low-cost franchise: \$10,995 with low overhead
- ✓ No experience needed: training and ongoing coaching provided
- ✓ Entrepreneur's #1 travel franchise 16 consecutive years
- ✓ Military incentive program offered

having him side-by-side at home," she says. "I would do it all over again if I had the opportunity."



## For More Cruise Planners Information:

✉ [franchising@cruiseplanners.com](mailto:franchising@cruiseplanners.com)

🌐 [cruiseplannersfranchise.com](http://cruiseplannersfranchise.com)

☎ (888) 582-2150







# Staffing: A Great Business Opportunity

Choosing a growing industry is one of the first steps in selecting a successful franchise. The decision often lies between selecting a short-lived trend or an industry with a history of success. Consider the staffing industry—it's more than 120 years old in North America and is in a robust growth pattern. Since 1983, Express Employment Professionals has grown to become a behemoth in the industry, putting millions of people to work.

## Robust Growth Pattern Prevalent in a \$150 Billion Industry

The staffing industry has survived the test of time, allowing companies to manage their workforce through recessions and high-demand seasons.

And, in today's demand for workers, more companies are turning to staffing firms to guide them through the challenges of maintaining a productive workforce. Thanks to the success of the industry, Express has continued to break records and in 2018 achieved a new milestone by exceeding 800 franchises.

## Helping People Succeed

Express franchise owners have the opportunity to manage a professional business that makes a difference in the community by matching people with jobs and helping companies find top talent.

A release on the performance of Express franchises revealed in 2018 that

after the first , on average, new offices generate sales of more than \$3 million. Looking beyond the startup phase, the most recent Express Franchise Disclosure Document showed that the average mature office generates \$6.4 million in annual sales\*. Express franchise owners also benefit from paying a low percentage in royalties—on average just 8.6 percent of sales.

With two ownership models and nearly 200 available franchise territories, now is the time to explore the opportunity to join the number one staffing franchise. And, for a limited time in 2019, Express is offering \$25,000 to candidates who open a new franchise location.

## About Express Employment Professionals

Express Employment Professionals is a leading staffing provider in the U.S., Canada, and South Africa. Every day, we help job seekers find work and help businesses find qualified employees.

## Express Facts

- ✓ \$35K Franchise fee
- ✓ \$135K - \$206K Investment
- ✓ Two ownership models to choose from
- ✓ 800+ offices with more than 35 years' experience
- ✓ Mature offices average \$6.4 million in annual sales\*



## For Express Employment Professionals Information:

- 📞 Express Employment Professionals
- 🌐 ExpressFranchising.com
- 📞 (877) 652-6400





## About Pillar To Post Home Inspectors®

North America's leading homeinspection company with nearly 600 franchisees in 49 states and 9 Canadian provinces.

## Pillar To Post Home Inspectors® Fun Facts

- ✓ Franchise Fee: \$21,900
- ✓ Provides flexibility and financial security
- ✓ Helps your work/life balance
- ✓ Allows you to take control of your financial future

# Pillar To Post Home Inspectors® Welcomes Franchisees From All Walks Of Life

While one-third of the new Pillar To Post Home Inspectors franchisees were military vets in 2018, the company welcomes and encourages people from all industries and walks of life who are looking for a career change. Some of the latest new franchisees include real estate brokers, construction and home development executives and couples with a dream of working together, among many others.

"We are proud that we work with so many people from so many different backgrounds and so many different budgets," said company President and CEO Dan Steward.

When listening to new franchisee Paul Holt talk about his new career, you not only want him to be your home inspector, you almost feel honored that he would be your home inspector, given the sense of military discipline and passion he is bringing to his new craft. Holt served in the U.S. Army

for 21 years and having recently retired from Fort Bragg, he decided it would be a perfect match to take his attention to detail and combine it with his interest in the residential home market. So, he thought it perfect to join the No. 1 home inspection company in North America, Pillar To Post Home Inspectors®. The 38-year-old Holt, who launched his business on May 1, serves Cumberland, Harnett, Duplin and Hoke counties in North Carolina.

"I have a background in residential construction prior to my military service and the residential housing market has always interested me. Being a home inspector seemed like the perfect blend of the two and it has been an amazing journey so far," said Holt. "As a soldier I had up to 1,200 service members under my charge at any given time accomplishing different missions, and I was trained to look at projects in finite detail,

as well as from a macro vantage point. Dedication to the accomplishment of my mission was paramount. I work until the job is done, not when the clock says it's time to go home. These are the characteristics that I know will make a successful entrepreneur as I continue on this new career path."

"I chose Pillar To Post Home Inspectors because of the brand loyalty I experienced in discussions with realtors in my area, as well as all of the positive reviews I found during my online research phase," Holt said.

Pillar To Post Home Inspectors is the brand to which more than three million families have turned to for 25 years to be their trusted advisor when buying or selling a home. Consistently ranked as the top-rated home inspection company on Entrepreneur Magazine's annual Franchise 500®, Pillar To Post is enjoying its 19th year in a row on that list.



## For Pillar To Post Home Inspectors® Information:

 Pillar To Post 
  [franchise@pillartopost.com](mailto:franchise@pillartopost.com)  
 [demetriuspayne.pillartopost.com](http://demetriuspayne.pillartopost.com)
 (757) 234-8566





## About Subway

Subway offers a fresh alternative to traditional fast food, serving 7 million made-to-order sandwiches a day in about 41,000+ restaurants in more than 100 countries. The Subway experience is also delivered online at [www.Subway.com](http://www.Subway.com) and through the Subway® App.

## Subway Fast Facts

- ✓ Locations: 41,000+ worldwide in 100+ countries
- ✓ Nontraditional locations: 10,900+ making up 25 percent of the company
- ✓ Estimated investment: \$150,050 to \$328,700+ in the U.S.

# Great opportunities await Veteran Entrepreneur's at Subway

John Dell, from Louisville, Tenn., always wanted to be his own boss. But to get there, he recognized he needed to gain experience to successfully run a business. He found that in his service with the United States Army. From 1979 to 2003, John served in various roles ranging from Quartermaster to the Special Forces, and it was his military career that led him on a path towards fulfilling a lifelong goal of owning his own business.

“The reason I entered the military was to gain the leadership experience that only the military can offer,” said John, who is now a Subway Franchise Owner and Business Development Agent. “There is no greater opportunity to learn about yourself and how to truly become a leader than serving and leading others.”

After his career with the military, John worked in sales and marketing for corporations such as the Coca-Cola Company and the Eastman Kodak Company. Today, after 12 years with Subway, John proudly co-owns 102 Subway restaurants in Tennessee and Ken-

tucky that employs more than 1,000 people.

“When I decided to start my first business, I didn’t realize just how important being my own boss would become,” John said. “When that first (non-Subway) business didn’t succeed, I had to make the determination if I really wanted to try again or go back into the corporate business world. When I assessed my options, being able to control my own destiny ranked as one of the key reasons to try again. Coupled with this was the ability to better control the daily flow of my work/personal life and to be able to achieve a greater benefit from the investment of my time and financial resources.”

When not working, John enjoys spending time with his wife of 40-years boating, traveling and collecting art and antiques.

“Everyone wants to be their own boss, but we have found that few have the tools to do so as efficiently as a military veteran,” said Sr. Leasing Rep and U.S. Army Veteran Madelyn Molyneux, who has been with the Subway

development team for 20 years. “I work with former military members on a regular basis and I can tell you their leadership abilities are unmatched. They are dedicated, decisive and have an outstanding work ethic. They also have a real understanding of teamwork and know that success always depends on how well everyone functions as a team.”

The Subway restaurant chain welcomes Veterans into the family and has a program that reduces the cost of the franchise fee by 50 percent for any honorably discharged Veteran.

Also, to better serve guests and support the Franchise Owner’s efforts, the Subway brand is also in the midst of a global transformation that includes restaurant remodels, food innovation and more.

For any fellow-Veterans looking to join the business world, John suggested they conduct a “very objective and through self-assessment of their strengths, weaknesses and the type of work they really find rewarding and could be successful at.”



## For Subway Information:

✉ [franchiseNAmerica@subway.com](mailto:franchiseNAmerica@subway.com)

🌐 [www.subway.com/franchise](http://www.subway.com/franchise)

☎ (800) 888-4848



## About PuroClean

When property damage occurs, PuroClean is driven to provide an unmatched restoration service experience quickly, professionally, ethically, and compassionately.

## PuroClean Fun Facts

- ✔ Recession Proof Industry
- ✔ National Account Work
- ✔ Strong Network Community
- ✔ Great Profit Margins

# Navy Reservist Applies Military Background to Expand PuroClean Company Culture

Chris Sanford spent seven years in the United States Navy before transitioning to the Navy Reserves in 2007, where he is currently ranked as a commander. While on duty, Chris is based in Norfolk, Virginia as a Surface Warfare Officer, who helps to test and certify ships in anti-terrorism force protection before deployment.

While working on his MBA at the University of Rhode Island during his last years in active duty, a professor of his suggested that he explore the franchising industry. One of these franchise concepts turned out to be PuroClean, a leading restoration and remediation franchise that prides itself on its dedication to veterans.

“I knew that if I was sitting behind a desk every day, I would not be able to make the impact that I wanted to in my community,” shared Chris. He appreciated that he would have the opportunity to help people who were affected by floods, fire and mold; and provide them service during their times of need. With a servant heart, he knew the core skills he learned during his time in the military would be valued by PuroClean, as they understand the needs of veterans’ when transitioning to a new career.

Utilizing the skills that were instilled by the military has helped in his new entrepreneurial role including how to be motivated, work as a team in a cooperative environment and focus on the mission at hand would help him run a successful business. Chris points out that “After the Navy, anything is pretty easy – even though starting a business is hard work and has a lot of challenges – it was second nature to me to transition from

active duty into the entrepreneurial world.”

Chris opened his PuroClean office in Warwick, Rhode Island in November 2007.

He is proud to add a new uniform to his closet as a PuroClean franchise owner where he takes care of his community by heading into tough situations to help people. Chris also employs two other veterans, whom like him, apply their valued military service experience to the job.

Joining a franchise system comes with tremendous benefits such as the opportunity to learn from a network of fellow franchise owners as well access to a strong corporate leadership team. With a “one team” mentality, PuroClean franchise owners including Chris rely on each other as they start their businesses, learn to grow in specific areas and provide support to one another. This type of culture is truly only found within a company developing into a world-class brand.

To increase military support at PuroClean, Chris and the PuroClean Corporate Headquarters, conducted the largest-ever signing of the Statement of Support Program during their annual convention in Detroit, Michigan. During the presentation, Chris Bajakian, a well-respected lead technician from his office, was awarded the Patriot Award to commemorate his efforts during Sanford’s 18-month deployment to Uganda in 2011. Due to Bajakian’s commitment to Sanford and his PuroClean franchise, the office was able to remain open during his absence.

PuroClean values the contributions of veterans like Chris to its franchise system. Last year, the company launched its PuroVet free franchise

giveaway, an extension to the PuroVet Program, encouraging U.S. military veterans seeking a jump-start to their entrepreneurial career to apply to have their \$50,000 franchise fee covered, opening the door to new opportunities for a financially secure future in a business that ideally suits their skills.

In 2017, the company announced its recommitment to veterans through the PuroVet Program, which grants veterans of the U.S. Armed Forces a discount of \$12,500 off the franchise fees typically paid to PuroClean by new franchise owners. In addition to this discount, PuroClean has secured additional savings for veterans from vendors and MatchU Franchising, who has agreed to reduce their commission by 25 percent for all veterans they match with PuroClean. Veterans who pursue the franchise opportunity through the PuroVet Program will also benefit from training at the company’s \$1.5 million state-of-the-art training facility, some of the largest territories in the industry, and join an established brand that has become one of the leading restoration franchise companies in the nation.



## For More PuroClean Information:

✉ [franchise@puroclean.com](mailto:franchise@puroclean.com)

☎ (855) 928-0618

🌐 [DiscoverPuroClean.com](http://DiscoverPuroClean.com)





## About Save A Lot

We are the nation's leading hard discount grocery chain designed for independent operators. Our business model is focused on empowering our Retail Partners with the tools to succeed, which includes more effective store layouts, exclusive private label products, buying power cost savings and low operating overhead.

## Save A Lot Fast Facts

- ✓ No Franchise or Royalty Fees
- ✓ 200+ Independent Operators
- ✓ Fastest Growing Grocery Channel

# Save A Lot: Join The Grocery Revolution

Save A Lot offers a full program that equips independent operators with an innovative store format designed to give the owner a competitive advantage in the market. Our dynamic format allows you, as a Save A Lot Retail Partner, to own and operate a turn-key grocery business. Save A Lot's corporate operations include a full support organization to ensure our Retail Partners are able to fully leverage the benefits of scale that being part of a large national brand provides.

### Financial Incentives

Save A Lot offers a financial incentive program designed to offset startup costs for independent operators interested in opening or converting new stores. Eligible Retail Partners can qualify for support towards equipment costs, marketing expenses, and inventory rebate options.

### Real Estate Services

Location is a key success factor for retail businesses. Our teams of real estate professionals are ready to assist Retail Partners with their real estate needs;



providing expert knowledge, time & cost savings, and industry best practices around lease negotiations and ongoing landlord support. A store's location, lease terms, and financial agreements highly influence future business profitability. Our team is here to offer professional support during real estate negotiations to assure that our Retail Partners are engaging in the best transaction possible.

### Ongoing Support

Save A Lot's corporate and field support teams provide independent operators with the services and solutions to help them position their business for growth. From store construction & onboarding, to professional & accounting services, to ongoing training courses, to field operations and distribution support. Save A Lot does whatever it takes to keep our Retail Partners on the right track.

### Right Assortment & Dedicated Distribution

On average, we have fewer than 2,000 SKUs per store, tailoring our in-store selection to the families and communities we serve. Fewer SKUs allows much greater operational efficiency, higher velocity, and increased buying power. Our 10+ dedicated distribution centers supply fresh meat, produce, and exclusive private label brands to all operating store units - providing best in class systems and services.



## For More Save A Lot Information:

 New Business Development Team  (314) 592-9350

 [savealot.com/own](http://savealot.com/own)  [OwnershipOpportunity@savealot.com](mailto:OwnershipOpportunity@savealot.com)





## About Garage Experts

Garage Experts strives to be the Leading Epoxy Flooring and Garage Cabinet company in the USA, backed by a Lifetime Warranty. Our successful Franchise Partners are developed to work towards building a team to provide the best service to their territory using the best products.

## Garage Experts Fast Facts

- ✓ Franchise Fee: \$15,000 (Veterans \$13,500)
- ✓ Royalties start at \$500 a month
- ✓ Install floors in as little as one day
- ✓ 92 Outlets and Growing

# Garage Experts®: The Garage Makeover Leader!

Garage Experts is a national provider of Epoxy/Polyaspartic Flooring, Garage Cabinetry and Organizational products. We provide value to our Franchise Partners and their customers by offering the largest variety of product choices and solutions backed by a Lifetime Warranty.\*

### Turn-Key Business Solutions

Over the past decade, we have put a focus on building systems that help our Franchise Partners become successful. It began by having the right people in the right seats, both at the corporate and outlet level. From there, we were able to build back office systems, including a proprietary CRM that handles most business functions, as well as a strategic marketing mix to optimize lead generation, plus many more. As a vertically integrated company that manufactures products and develops systems from proprietary technology, Garage Experts has been able to develop a

strong presence in the market with one goal in mind—to be the Leading Epoxy Flooring and Garage Cabinet Company in the USA.

### Products Manufactured in the USA

Our Epoxy and Polyaspartic coatings, along with Cabinetry products, are manufactured in the USA. We offer easy to install flooring with low solvent to reduce offensive solvent odor for the installer and the customer. Wood for our cabinets has always been sourced from replenishable forests through vendors who provide panels that meet some of the strictest formaldehyde laws in the USA. All of this is done to ensure we provide the best products to our Franchise Partners and their customers.

### We're in it for the Long-Run

We realize it takes a lot of capital and work to start your business. That's why our royalties start low and build up over time. We also do not require you to stock inventory;

instead we develop our Franchise Partners to sell the job, then order the materials. This allows for your capital to be spent on building your business rather than putting it into unsold inventory. With two strategically located manufacturing plants, we can ship product to 93% of the country in only two days. Our Franchise Partners can offer quick turnaround time to their customers, resulting in more booked jobs.



## For Garage Experts Information:

- 👤 Kristen Jones    ✉️ [kristen@garageexperts.com](mailto:kristen@garageexperts.com)
- 🌐 [garageexperts.com/franchise-opportunities/](http://garageexperts.com/franchise-opportunities/)
- ☎️ (800) 982-3318



Entrepreneur NETWORK PRESENTS *Peter Voogd*



# GAMECHANGERS ACADEMY



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## A New Mission

The top 150 franchises that support vets, ranked.

Compiled by **TRACY STAPP HEROLD**

**V**eterans make up about 7 percent of the U.S. population, but they account for around 14 percent of all franchisees, according to the IFA's VetFran program. Why? It's in part because franchisors seek them out, seeing them as ideal franchisees and frequently offering incentives such as franchise fee discounts. As Dana Hansen, director of franchise

development for College Hunks Hauling Junk & Moving and an Air Force veteran himself, puts it, "They tend to be especially skilled at motivating young men and women, building leaders, excelling in a structured system, and executing the game plan."

So it's no surprise that almost 500 franchisors applied to be considered for our annual ranking of the top 150 franchises for veterans, which you'll find on the following pages. To determine the ranking, we considered

multiple factors, including the incentives each franchisor offers to veterans, how long it has offered those incentives, how many veteran-owned units it has, any contests it runs to help veterans become franchisees, and other ways in which veteran franchisees are supported. We also took into account each company's 2019 Franchise 500 score, which is based on an analysis of 150-plus data points in the areas of costs and fees, size and growth, franchisee support,

brand strength, and financial strength and stability.

Remember as you read over this list that it is not intended as a recommendation of any particular company or its programs for veterans. Always do your own thorough research to determine whether a franchise opportunity is right for you. Read the company's legal documents, consult with an attorney and an accountant, and talk to as many existing and former franchisees as possible.



**1**  
**Dream Vacations**

Travel agencies

**STARTUP COST**  
\$1.8K–\$20.3K

**FRANCHISE FEE**  
\$495–\$9.8K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
1,432/0

**VET INCENTIVE**

20 percent off franchise fee; training fee waived or reduced for business partners and associates; marketing assets

**2**  
**Snap-on Tools**

Professional tools and equipment

**STARTUP COST**  
\$172.2K–\$375.3K

**FRANCHISE FEE**  
\$8K–\$16K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
4,597/207

**VET INCENTIVE**

\$20,000 off startup inventory

**3**  
**Precision Tune Auto Care**

Auto repair and maintenance

**STARTUP COST**  
\$127K–\$253.6K

**FRANCHISE FEE**  
\$25K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
263/53

**VET INCENTIVE**

\$15,000 off franchise fee; reduced royalty fee for first year

**4**  
**Matco Tools**

Mechanics' tools and equipment

**STARTUP COST**  
\$93.4K–\$272.7K

**FRANCHISE FEE**  
\$7K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
1,808/2

**VET INCENTIVE**

10 percent off initial inventory

**5**  
**FastSigns International**

Signs, graphics

**STARTUP COST**  
\$197.2K–\$313.1K

**FRANCHISE FEE**  
\$49.8K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
710/0

**VET INCENTIVE**

50 percent off franchise fee

**6**  
**Budget Blinds**

Window coverings, window film, rugs, accessories

**STARTUP COST**  
\$110.3K–\$234.4K

**FRANCHISE FEE**  
\$19.95K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
1,213/0

**VET INCENTIVE**

\$15,000 off initial territory fee

**7**  
**Mac Tools**

Automotive tools and equipment

**STARTUP COST**  
\$131.5K–\$287.6K

**FRANCHISE FEE**  
\$8K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
1,266/8

**VET INCENTIVE**

\$10,000 off startup inventory

**8**  
**Link Staffing Services**

Staffing, HR solutions

**STARTUP COST**  
\$112.5K–\$199K

**FRANCHISE FEE**  
\$35K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
37/7

**VET INCENTIVE**

\$15,000 off franchise fee; reduced royalty fees for first year

**9**  
**Grease Monkey Franchising**

Oil changes, preventive maintenance, brakes, light repairs

**STARTUP COST**  
\$156.7K–\$342.9K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
241/94

**VET INCENTIVE**

\$10,000 off franchise fee; rebates on royalty fees for first two years



**Pillar to Post Home Inspectors / No. 11**

**NAVY VETERAN** Jack Zaczek was deployed to the Persian Gulf eight times, where he served as an air-frame and flight control technician, certifying helicopters safe for flight. He went from inspecting helicopters to inspecting homes with the opening of his Pillar to Post franchise in Florida last June. “I’ve always wanted to own a business, and Pillar to Post aligned with my customer service goals and gave me a strategic business plan to follow,” says Zaczek.

PHOTOGRAPH COURTESY OF PILLAR TO POST

## 10

### The UPS Store

Postal, business, printing, and communications services

**STARTUP COST**  
\$138.4K–\$470K

**FRANCHISE FEE**  
\$29.95K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
5,166/0

**VET INCENTIVE**  
\$10,000 off franchise fee including 50 percent off initial application fee

## 11

### Pillar to Post Home Inspectors

Home inspections

**STARTUP COST**  
\$37.1K–\$45.9K

**FRANCHISE FEE**  
\$21.9K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
577/0

**VET INCENTIVE**  
20 percent off franchise fee

## 12

### Beef Jerky Outlet Franchise

Jerky, sausages, specialty foods

**STARTUP COST**  
\$215.8K–\$394.9K

**FRANCHISE FEE**  
\$44.9K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
95/6

**VET INCENTIVE**  
50 percent off first-store franchise fee

## 13

### Express Employment Professionals

Staffing, HR solutions

**STARTUP COST**  
\$140K–\$211K

**FRANCHISE FEE**  
\$35K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
800/0

**VET INCENTIVE**  
50 percent off franchise fee

## 14

### Anytime Fitness

Fitness centers

**STARTUP COST**  
\$76.7K–\$521.4K

**FRANCHISE FEE**  
\$21K–\$42.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
4,510/10

**VET INCENTIVE**  
\$1,000 to \$8,500 off franchise fee

## 15

### Captain D's

Seafood

**STARTUP COST**  
\$1M–\$1.2M

**FRANCHISE FEE**  
\$35K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
244/291

**VET INCENTIVE**  
50 percent off first-unit franchise fee; reduced royalty fee for first year

## 16

### Cruise Planners

Travel agencies

**STARTUP COST**  
\$2.3K–\$23.6K

**FRANCHISE FEE**  
\$695–\$10.99K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
2,810/1

**VET INCENTIVE**  
28 percent off franchise fee; free training; \$200 marketing credit; \$60 design credit; marketing assets; 1 year free errors and omissions insurance

## 17

### Baskin-Robbins

Ice cream, frozen yogurt, frozen beverages

**STARTUP COST**  
\$93.6K–\$401.8K

**FRANCHISE FEE**  
\$12.5K–\$25K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
8,072/0

**VET INCENTIVE**  
First-store franchise fee waived; reduced royalty fee for first 5 years

## 18

### Signal 88 Security

Private security guard and patrol services

**STARTUP COST**  
\$61.95K–\$218.7K

**FRANCHISE FEE**  
\$55K–\$150K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
430/0

**VET INCENTIVE**  
10 percent off franchise fee

## 19

### Crunch Franchise

Fitness centers

**STARTUP COST**  
\$255.5K–\$2.3M

**FRANCHISE FEE**  
\$25K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
255/25

**VET INCENTIVE**  
20 percent off franchise and royalty fees with purchase of 3+ clubs

## 20

### 911 Restoration

Residential and commercial property restoration

**STARTUP COST**  
\$70.1K–\$226.9K

**FRANCHISE FEE**  
\$29K–\$49K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
179/0

**VET INCENTIVE**  
15 percent off franchise fee

## 21

### Checkers Drive-In Restaurants

Burgers, fries

**STARTUP COST**  
\$203.6K–\$945K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
602/260

**VET INCENTIVE**  
Franchise fee waived

## 22

### Bach to Rock

Music schools

**STARTUP COST**  
\$281.7K–\$519.7K

**FRANCHISE FEE**  
\$40K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
31/8

**VET INCENTIVE**  
50 percent off franchise fee; royalty fee waived for six months

## 23

### Leadership Management International

Leadership and organization training and development

**STARTUP COST**  
\$20K–\$27.5K

**FRANCHISE FEE**  
\$15K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
458/0

**VET INCENTIVE**  
80 percent interest-free financing on franchise fee



## Tropical Smoothie Cafe / No. 40

**REGINALD FOSTER** has come full circle with the opening of his third Tropical Smoothie Cafe location—on Fort Gordon Base, where his Army career began 30 years ago. Foster, a former telecommunications officer, and his wife, Zenna, considered more than 50 franchises—but they always came back to Tropical Smoothie Cafe, a restaurant they loved to frequent. They opened their first unit in Augusta, Ga., in 2015, a second two years later, and the Fort Gordon location just this year.



**24**  
**Line-X**

Spray-on truck-bed liners, truck accessories, protective coatings

**STARTUP COST**  
\$126.4K–\$366.3K

**FRANCHISE FEE**  
\$15K–\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
571/3

**VET INCENTIVE**  
\$7,500 off franchise fee

**25**  
**Sport Clips**

Men's sports-themed hair salons

**STARTUP COST**  
\$224.8K–\$373.3K

**FRANCHISE FEE**  
\$25K–\$59.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
1,765/69

**VET INCENTIVE**  
20 percent off franchise fee

**26**  
**Subway**

Subs, salads

**STARTUP COST**  
\$150.1K–\$328.7K

**FRANCHISE FEE**  
\$15K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
42,431/0

**VET INCENTIVE**  
Franchise fee waived if opening on a military/government location; 50 percent off franchise fee if opening on non-government location but receiving government financing

**27**  
**Marco's Pizza**

Pizza, subs, wings, cheese bread

**STARTUP COST**  
\$293.5K–\$788.6K

**FRANCHISE FEE**  
\$25K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
933/0

**VET INCENTIVE**  
\$10,000 off franchise fee; franchise fee waived for veterans with service-related disabilities

**28**  
**7-Eleven**

Convenience stores

**STARTUP COST**  
\$47.1K–\$1.2M

**FRANCHISE FEE**  
Up to \$1M

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
66,307/2,382

**VET INCENTIVE**  
10 to 20 percent off franchise fee (up to \$50K); special financing

**29**  
**Speedee Oil Change & Auto Service Center**

Oil changes, tune-ups, brakes, and repair services

**STARTUP COST**  
\$197.3K–\$522.97K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
85/3

**VET INCENTIVE**  
\$10,000 off franchise fee; royalty fee rebates for first two years

**30**  
**Pirtek**

Hydraulic and industrial hose service and supply centers/mobile services

**STARTUP COST**  
\$161.9K–\$782.3K

**FRANCHISE FEE**  
\$20K–\$50K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
488/4

**VET INCENTIVE**  
\$5,000 to \$15,000 off franchise fee

**31**  
**Big O Tires**

Tires, tire services, auto products

**STARTUP COST**  
\$311K–\$1.1M

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
457/1

**VET INCENTIVE**  
First-unit franchise fee waived

**32**  
**HobbyTown**

General hobbies and supplies, toys

**STARTUP COST**  
\$160K–\$388K

**FRANCHISE FEE**  
\$20K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
125/0

**VET INCENTIVE**  
\$10,000 off franchise fee

**33**  
**Pearle Vision**

Eye care and eyewear

**STARTUP COST**  
\$401.8K–\$620.5K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
418/107

**VET INCENTIVE**  
20 percent off franchise fee



**PuroClean/** No. 43

**CHRIS SANFORD** opened his PuroClean in 2007, while still serving in the Navy. At PuroClean's recent convention in Detroit, Sanford presented his technician, Christopher Bajakian, with the Employer Support of the Guard & Reserve's (ESGR's) Patriot Award, for keeping the business running during Sanford's 18-month deployment to Uganda in 2011. The convention also included the largest-ever signing of the ESGR's Statement of Support for guard and reserve employees, with 140 PuroClean team members signing, led by Sanford.

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**34**  
**Midas International**

Auto repair and maintenance

**STARTUP COST**  
\$191.7K-\$460.5K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
2,020/0

**VET INCENTIVE**  
First-unit franchise fee waived

**35**  
**Signarama**

Signs

**STARTUP COST**  
\$116K-\$315K

**FRANCHISE FEE**  
\$49.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
709/0

**VET INCENTIVE**  
10 to 25 percent off franchise fee

**36**  
**Ziebart**

Auto appearance and protection services

**STARTUP COST**  
\$291.8K-\$463.1K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
378/14

**VET INCENTIVE**  
Franchise fee waived

**37**  
**Kiddie Academy**

Educational childcare

**STARTUP COST**  
\$425K-\$4.2M

**FRANCHISE FEE**  
\$135K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
232/1

**VET INCENTIVE**  
\$25,000 off franchise fee

**38**  
**Dunkin'**

Coffee, doughnuts, baked goods

**STARTUP COST**  
\$395.5K-\$1.6M

**FRANCHISE FEE**  
\$40K-\$90K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
12,957/0

**VET INCENTIVE**  
20 percent off franchise fee for first five traditional restaurants

**39**  
**Jet-Black/Yellow Dawg Striping**

Asphalt maintenance

**STARTUP COST**  
\$55.1K-\$125.3K

**FRANCHISE FEE**  
\$25K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
112/8

**VET INCENTIVE**  
First-unit franchise fee waived

**40**  
**Tropical Smoothie Cafe**

Smoothies, sandwiches, wraps, salads, flatbreads

**STARTUP COST**  
\$246.5K-\$580.5K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
783/1

**VET INCENTIVE**  
50 percent off franchise fee

**41**  
**Rita's Italian Ice**

Italian ice, frozen custard

**STARTUP COST**  
\$175.5K-\$435K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
572/0

**VET INCENTIVE**  
20 percent off franchise fee

**42**  
**JDog Junk Removal & Hauling**

Junk removal

**STARTUP COST**  
\$29.9K-\$110.1K

**FRANCHISE FEE**  
\$10K-\$35K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
95/0

**VET INCENTIVE**  
Franchise is offered exclusively to veterans, active duty military, and their families



**Kiddie Academy/** No. 37

**“VETERANS ARE TYPICALLY** calculated risk-takers,” says Navy veteran Ted Cockram of his decision to leave corporate America and open a Kiddie Academy franchise in 2012 with wife Hilda. Their Longwood, Fla., center consistently has a waitlist, they’ve just added their second center in Sanford, Fla., and are already scouting locations for a third. “The Navy fostered a sense of creativity in me as well,” says Cockram. “Owning and operating a Kiddie Academy presents many opportunities for me to think out of the box as we market our centers.”

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**43**  
**PuroClean**  
 Property damage restoration and remediation  
**STARTUP COST**  
 \$72.8K–\$192.6K  
**FRANCHISE FEE**  
 \$50K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 285/0  
**VET INCENTIVE**  
 25 percent off franchise fee

**44**  
**Image One Facility Solutions**  
 Commercial cleaning  
**STARTUP COST**  
 \$57.1K–\$123.7K  
**FRANCHISE FEE**  
 \$49.5K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 107/0  
**VET INCENTIVE**  
 20 percent off franchise fee, or \$5,000 in monthly recurring revenue for one year, or 0 percent financing

**45**  
**Juice It Up!**  
 Raw and cold-pressed juices, smoothies, acai and pitaya bowls, healthful snacks  
**STARTUP COST**  
 \$214.4K–\$377.5K  
**FRANCHISE FEE**  
 \$25K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 85/0  
**VET INCENTIVE**  
 60 percent off first-store franchise fee; second-store franchise fee refunded if second unit opens within one year of first

**46**  
**Aire Serv**  
 HVAC services  
**STARTUP COST**  
 \$82.6K–\$206.4K  
**FRANCHISE FEE**  
 \$35K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 179/0  
**VET INCENTIVE**  
 15 percent off minimum franchise fee

**47**  
**Accessible Home Health Care**  
 Medical and nonmedical home care  
**STARTUP COST**  
 \$124.9K–\$168.2K  
**FRANCHISE FEE**  
 \$45K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 92/4  
**VET INCENTIVE**  
 10 percent off franchise fee

**48**  
**360 Painting**  
 Residential and commercial painting  
**STARTUP COST**  
 \$90.5K–\$132.5K  
**FRANCHISE FEE**  
 \$60K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 111/0  
**VET INCENTIVE**  
 10 percent off franchise fee

**49**  
**You've Got Maids**  
 Environmentally friendly residential cleaning  
**STARTUP COST**  
 \$36.4K–\$107K  
**FRANCHISE FEE**  
 \$6.99K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 99/0  
**VET INCENTIVE**  
 \$2,500 off franchise fee

**50**  
**Bruster's Real Ice Cream**  
 Ice cream, frozen yogurt, ices, sherbets  
**STARTUP COST**  
 \$229.2K–\$1.3M  
**FRANCHISE FEE**  
 \$35K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 192/2  
**VET INCENTIVE**  
 50 percent off franchise fee

**51**  
**Mosquito Joe**  
 Outdoor pest control  
**STARTUP COST**  
 \$95.6K–\$140K  
**FRANCHISE FEE**  
 \$35K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 285/4  
**VET INCENTIVE**  
 \$6,000 off franchise fee

**52**  
**CMIT Solutions**  
 IT and business services for SMBs  
**STARTUP COST**  
 \$127.97K–\$175.4K  
**FRANCHISE FEE**  
 \$49.95K–\$54.95K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 233/0  
**VET INCENTIVE**  
 20 percent off first-unit franchise fee

**53**  
**Fully Promoted**  
 Branded products and marketing services  
**STARTUP COST**  
 \$71.9K–\$240.9K  
**FRANCHISE FEE**  
 \$29.5K–\$49.5K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 280/0  
**VET INCENTIVE**  
 10 to 25 percent off franchise fee (for \$49.5K retail model franchise fee only)

**54**  
**Office Pride Commercial Cleaning Services**  
 Commercial cleaning  
**STARTUP COST**  
 \$65K–\$107.2K  
**FRANCHISE FEE**  
 \$35K  
**TOTAL UNITS**  
 (FRANCHISED/CO.-OWNED)  
 144/0  
**VET INCENTIVE**  
 25 percent off franchise fee

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**55**

**FirstLight Home Care Franchising**

Nonmedical home care

**STARTUP COST**  
\$110.9K-\$167.9K

**FRANCHISE FEE**  
\$48K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
204/0

**VET INCENTIVE**  
\$13,400 off franchise fee

**56**

**Mr. Appliance**

Residential and commercial appliance installation and repairs

**STARTUP COST**  
\$60.8K-\$139.5K

**FRANCHISE FEE**  
\$35K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
268/0

**VET INCENTIVE**  
15 percent off franchise fee

**57**

**Maaco Franchising**

Auto painting and collision repair

**STARTUP COST**  
\$362.3K-\$567.3K

**FRANCHISE FEE**  
\$40K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
510/0

**VET INCENTIVE**  
75 percent off franchise fee; reduced royalty fee for first two years

**58**

**Money Mailer Franchise**

Direct-mail, online, and mobile marketing services

**STARTUP COST**  
\$65.2K-\$77K

**FRANCHISE FEE**  
\$49.9K-\$59.9K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
150/81

**VET INCENTIVE**  
25 percent off franchise fee

**59**

**American Leak Detection**

Concealed water, gas, and sewer leak detection

**STARTUP COST**  
\$76.8K-\$259.6K

**FRANCHISE FEE**  
\$29.5K-\$120K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
162/13

**VET INCENTIVE**  
\$5,000 off franchise fee

**60**

**PostNet Neighborhood Business Centers**

Packing, shipping, printing, signs, marketing solutions

**STARTUP COST**  
\$185.6K-\$227.6K

**FRANCHISE FEE**  
\$35K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
675/0

**VET INCENTIVE**  
35 percent off franchise fee

**61**

**Grout Doctor Global Franchise**

Grout, tile, and stone restoration and maintenance

**STARTUP COST**  
\$20.6K-\$33.6K

**FRANCHISE FEE**  
\$12K-\$16K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
80/0

**VET INCENTIVE**  
50 percent off franchise fee

**62**

**Window Genie**

Residential window cleaning, window tinting, pressure washing

**STARTUP COST**  
\$92.8K-\$172.5K

**FRANCHISE FEE**  
\$33K-\$82K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
126/0

**VET INCENTIVE**  
Expanded territory (15,000 additional households)

**\$12,132**

The average value of the veteran incentives offered by the companies on this list

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**63**  
**Murphy Business & Financial**

Business brokerages, business valuations, franchise sales, commercial real estate

**STARTUP COST**  
\$62.4K–\$123.7K

**FRANCHISE FEE**  
\$39K–\$55K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
140/1

**VET INCENTIVE**  
\$5,000 off franchise fee

**64**  
**The Little Gym International**

Child-development/fitness programs

**STARTUP COST**  
\$181.5K–\$431.5K

**FRANCHISE FEE**  
\$49.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
430/0

**VET INCENTIVE**  
50 percent off franchise fee

**65**  
**Two Men and a Truck International**

Moving services

**STARTUP COST**  
\$100K–\$585K

**FRANCHISE FEE**  
\$30K–\$85K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
301/3

**VET INCENTIVE**  
10 percent off franchise fee

**66**  
**9Round**

Kickboxing fitness circuit-training programs

**STARTUP COST**  
\$99.7K–\$143.1K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
790/7

**VET INCENTIVE**  
15 percent off first-unit franchise fee

**67**  
**Batteries Plus Bulbs**

Batteries, light bulbs, related products; device repairs

**STARTUP COST**  
\$189.3K–\$366.4K

**FRANCHISE FEE**  
\$37.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
653/87

**VET INCENTIVE**  
\$10,000 off franchise fee

**68**  
**Pizza 9**

Pizza

**STARTUP COST**  
\$74.1K–\$398.98K

**FRANCHISE FEE**  
\$18.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
18/3

**VET INCENTIVE**  
\$8,500 off franchise fee

**69**  
**TSS Photography**

Youth sports, school, and event photography

**STARTUP COST**  
\$20.4K–\$74.3K

**FRANCHISE FEE**  
\$7.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
177/0

**VET INCENTIVE**  
15 to 20 percent off franchise and territory fees

**70**  
**Instant Imprints**

Embroidery, signs, banners, promotional products

**STARTUP COST**  
\$157.8K–\$339.4K

**FRANCHISE FEE**  
\$42.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
61/1

**VET INCENTIVE**  
\$10,000 off franchise fee; free training

**71**  
**Mountain Mike's Pizza**

Pizza, wings, salad bar, appetizers

**STARTUP COST**  
\$208K–\$593.5K

**FRANCHISE FEE**  
\$30K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
211/0

**VET INCENTIVE**  
50 percent off franchise fee

**72**  
**MaidPro**

Residential cleaning

**STARTUP COST**  
\$57.6K–\$222.5K

**FRANCHISE FEE**  
\$20K–\$80K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
267/1

**VET INCENTIVE**  
\$3,000 off franchise fee and \$12,000 in invoice credits



**9Round/** No. 66

**CHERYL TORRES** has had three very different careers in her life, but her focus has always been on helping others—first as an Army veteran of the Gulf War, then as a registered nurse for 25 years, and now as the owner of two 9Round franchises in West Texas. 9Round's VetFran discount helped Torres become a franchisee in 2016, and she's happy to pay it forward by offering discounted memberships at her gyms to fellow veterans and medical personnel.



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**73**  
**Huntington Learning Centers**

Tutoring and test prep

**STARTUP COST**  
\$127.1K–\$292.9K

**FRANCHISE FEE**  
\$28K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
274/24

**VET INCENTIVE**  
25 percent off first-unit franchise fee

**74**  
**Postal Annex+**

Packing, shipping, postal, and business services

**STARTUP COST**  
\$155.5K–\$232.5K

**FRANCHISE FEE**  
\$29.95K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
285/0

**VET INCENTIVE**  
20 percent off franchise fee

**75**  
**Meineke Car Care Centers**

Auto repair and maintenance

**STARTUP COST**  
\$129.3K–\$572.5K

**FRANCHISE FEE**  
\$35K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
809/1

**VET INCENTIVE**  
50 percent off royalty fee for first six months

**76**  
**Postal Connections/iSold It**

Postal, business, and internet services

**STARTUP COST**  
\$67K–\$238.3K

**FRANCHISE FEE**  
\$31.9K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
40/0

**VET INCENTIVE**  
25 percent off franchise fee

**77**  
**Fyzical Therapy & Balance Centers**

Physical therapy, balance and vestibular therapy, preventive wellness

**STARTUP COST**  
\$148.8K–\$819K

**FRANCHISE FEE**  
\$80K–\$160K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
376/10

**VET INCENTIVE**  
25 percent off franchise fee

**78**  
**Jet's Pizza**

Pizza, subs, salads, wings, dessert

**STARTUP COST**  
\$437.5K–\$631K

**FRANCHISE FEE**  
\$25K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
345/38

**VET INCENTIVE**  
50 percent off franchise fee or area development fee

**79**  
**Papa Murphy's Take 'N' Bake Pizza**

Take-and-bake pizza

**STARTUP COST**  
\$280.3K–\$517K

**FRANCHISE FEE**  
\$25K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
1,290/90

**VET INCENTIVE**  
Reduced royalty fee for first three years

**80**  
**Ace Hardware**

Hardware and home-improvement stores

**STARTUP COST**  
\$286K–\$2.1M

**FRANCHISE FEE**  
\$5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
5,179/133

**VET INCENTIVE**  
Franchise fee waived

**81**  
**Hungry Howie's Pizza & Subs**

Pizza, subs, bread, wings, salads, desserts

**STARTUP COST**  
\$290.6K–\$538.4K

**FRANCHISE FEE**  
\$25K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
514/32

**VET INCENTIVE**  
50 percent off franchise fee

**82**  
**Cornwell Quality Tools**

Automotive tools and equipment

**STARTUP COST**  
\$59.5K–\$272.8K

**FRANCHISE FEE**  
\$0

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
698/0

**VET INCENTIVE**  
Interest-free financing on initial inventory

**83**  
**Lawn Doctor**

Lawn, tree, and shrub care; mosquito and tick control

**STARTUP COST**  
\$100K–\$116.1K

**FRANCHISE FEE**  
\$35K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
568/0

**VET INCENTIVE**  
\$10,000 off franchise fee

**84**  
**Border Magic**

Concrete edging and landscape curbing

**STARTUP COST**  
\$78K–\$100.5K

**FRANCHISE FEE**  
\$28.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
62/0

**VET INCENTIVE**  
\$2,500 off franchise fee; 25 percent off royalty fee for first 5 years

**85**  
**Property Management Inc.**

Commercial, residential, association, and vacation property management

**STARTUP COST**  
\$22.8K–\$175.1K

**FRANCHISE FEE**  
\$15K–\$50K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
247/1

**VET INCENTIVE**  
10 percent off standard (\$40,000) franchise fee

**86**  
**Concrete Craft**

Decorative concrete coatings

**STARTUP COST**  
\$135.3K–\$227.1K

**FRANCHISE FEE**  
\$19.95K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
58/0

**VET INCENTIVE**  
10 percent off franchise and territory fees

**87**  
**Snap Fitness**

24-hour fitness centers

**STARTUP COST**  
\$153.98K–\$529.9K

**FRANCHISE FEE**  
\$29.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
1,300/38

**VET INCENTIVE**  
\$5,000 off franchise fee

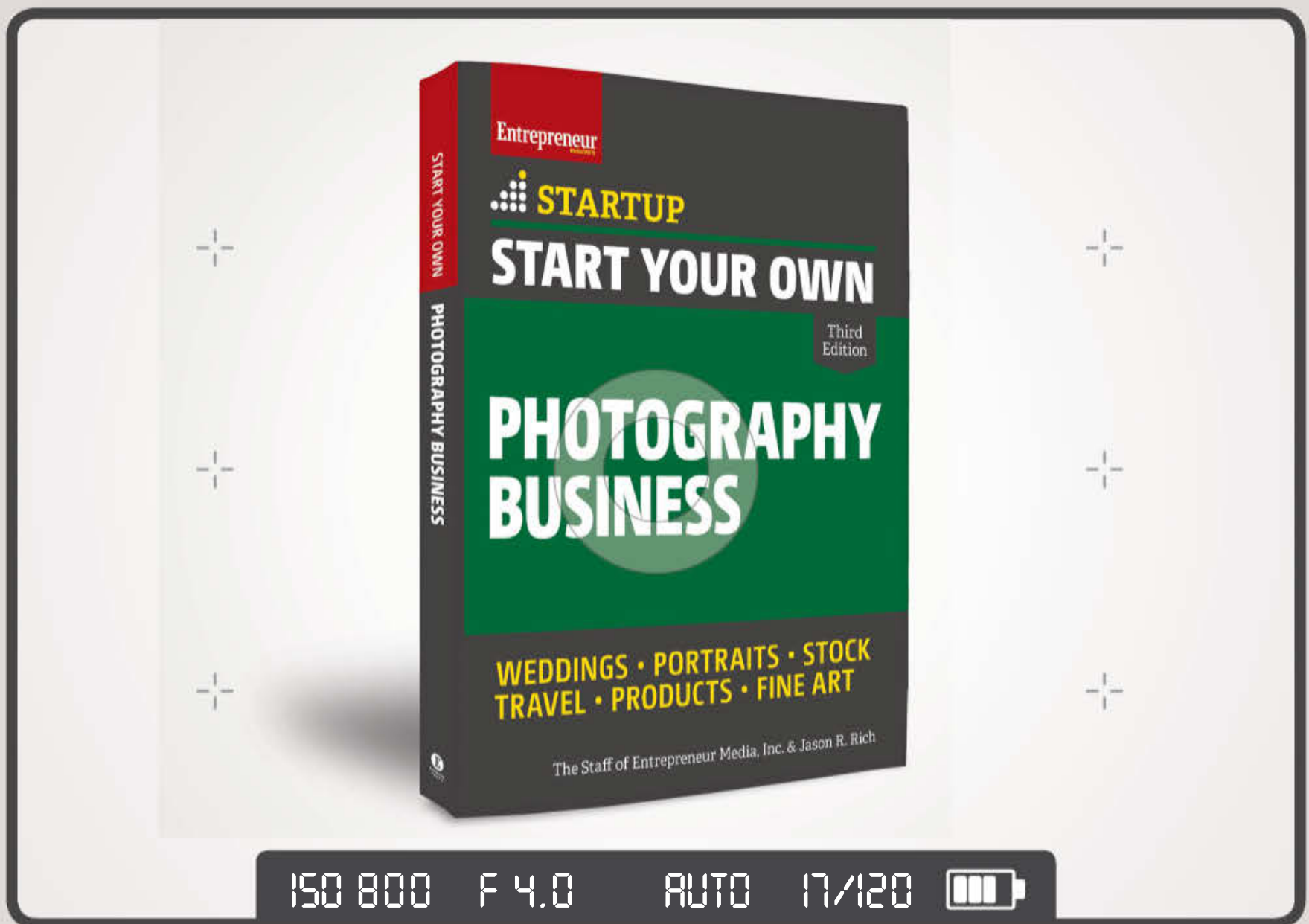


**Mountain Mike's Pizza / No. 71**

**“AS A MARINE** Corps captain, it was important to know how to train others, and to train them to train others,” says John Maddox. Since retiring from the service in 1992, he’s put those skills to work as a franchisee and area developer for Mountain Mike’s Pizza. “I learned the importance of leadership by example,” he says, “and when we first opened, I was in the store from open to close every day for three months straight.” Now he’s the brand’s largest franchisee, with nine locations, and as an area developer, he oversees 25 locations.

PHOTOGRAPH COURTESY OF MOUNTAIN MIKE'S PIZZA

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**88**  
**PrideStaff**

Staffing  
**STARTUP COST**  
\$167K-\$262.5K  
**FRANCHISE FEE**  
\$40K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
77/2  
**VET INCENTIVE**  
50 percent off franchise fee

**89**  
**Rainbow International Restoration**

Indoor cleaning and restoration  
**STARTUP COST**  
\$172.2K-\$278.6K  
**FRANCHISE FEE**  
\$35K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
353/0  
**VET INCENTIVE**  
15 percent off minimum franchise fee

**90**  
**CleanNet USA**

Commercial cleaning  
**STARTUP COST**  
\$14.8K-\$45.9K  
**FRANCHISE FEE**  
\$9.4K-\$30K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
1,746/0  
**VET INCENTIVE**  
\$500 to \$1,500 off franchise fee

**91**  
**Padgett Business Services**

Financial, payroll, consulting, and tax services  
**STARTUP COST**  
\$20.2K-\$99.98K  
**FRANCHISE FEE**  
\$15K-\$56K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
343/0  
**VET INCENTIVE**  
\$4,000 off franchise fee

**92**  
**Togo's**

Specialty sandwiches, salads, soups, wraps  
**STARTUP COST**  
\$240.5K-\$545.7K  
**FRANCHISE FEE**  
\$30K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
194/5  
**VET INCENTIVE**  
50 percent off franchise fee

**93**  
**Destination Athlete**

Youth athletic apparel, equipment, fund-raising, and other services  
**STARTUP COST**  
\$28.3K-\$120.1K  
**FRANCHISE FEE**  
\$20K-\$50K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
96/2  
**VET INCENTIVE**  
15 percent off franchise fee

**94**  
**Rocky Mountain Chocolate Factory**

Chocolates, confections  
**STARTUP COST**  
\$186.5K-\$476.8K  
**FRANCHISE FEE**  
\$25K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
244/2  
**VET INCENTIVE**  
\$10,000 off franchise fee

**95**  
**Restoration 1**

Water, fire, smoke, and mold restoration  
**STARTUP COST**  
\$79.1K-\$183.4K  
**FRANCHISE FEE**  
\$49.5K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
201/0  
**VET INCENTIVE**  
\$7,000 off franchise fee

**96**  
**CertaPro Painters**

Residential and commercial painting  
**STARTUP COST**  
\$133.3K-\$169.5K  
**FRANCHISE FEE**  
\$57.5K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
356/0  
**VET INCENTIVE**  
10 percent off franchise fee

**97**  
**Mr. Electric**

Electrical services  
**STARTUP COST**  
\$98.6K-\$234.8K  
**FRANCHISE FEE**  
\$35K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
169/0  
**VET INCENTIVE**  
15 percent off minimum franchisee fee

**98**  
**Mr. Rooter**

Plumbing, drain, and sewer cleaning  
**STARTUP COST**  
\$74.98K-\$182.1K  
**FRANCHISE FEE**  
\$35K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
283/0  
**VET INCENTIVE**  
15 percent off minimum franchise fee

**99**  
**Tailored Living**

Home organization products and services  
**STARTUP COST**  
\$156.4K-\$296.3K  
**FRANCHISE FEE**  
\$14.95K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
185/0  
**VET INCENTIVE**  
10 percent off franchise and territory fees



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**100****Oxi Fresh Franchising**

Carpet, upholstery, hardwood floor, tile, and grout cleaning, and odor control

**STARTUP COST**  
\$44.3K-\$74.3K**FRANCHISE FEE**  
\$38.9K**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
372/7**VET INCENTIVE**  
10 percent off franchise fee**101****AAMCO Transmissions and Total Car Care**

Transmission and general auto repairs, diagnostic services

**STARTUP COST**  
\$223.6K-\$330.5K**FRANCHISE FEE**  
\$39.5K**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
598/13**VET INCENTIVE**  
\$8,000 off franchise fee**102****Fibrenew**

Leather, plastic, and vinyl restoration and repair

**STARTUP COST**  
\$94.1K-\$106.8K**FRANCHISE FEE**  
\$47K**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
239/0**VET INCENTIVE**  
10 percent off franchise fee**103****Beef O'Brady's Family Sports Pub**

Family sports restaurants

**STARTUP COST**  
\$806.8K-\$1.3M**FRANCHISE FEE**  
\$37.5K**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
155/16**VET INCENTIVE**  
10 percent off franchise fee**104****Chem-Dry Carpet & Upholstery Cleaning**

Carpet and upholstery cleaning, tile and stone care, granite countertop renewal

**STARTUP COST**  
\$67.6K-\$178.9K**FRANCHISE FEE**  
\$23.5K**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
3,553/0**VET INCENTIVE**  
10 percent off franchise fee**105****Miracle Method Surface Refinishing**

Kitchen and bathroom surface refinishing

**STARTUP COST**  
\$84.5K-\$145K**FRANCHISE FEE**  
\$45K-\$58K**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
149/1**VET INCENTIVE**  
10 percent off franchise fee**106****Window World**

Replacement windows, doors, siding

**STARTUP COST**  
\$177.4K-\$457.3K**FRANCHISE FEE**  
\$45K**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
194/1**VET INCENTIVE**  
\$15,000 off franchise fee**107****Real Property Management**

Property management

**STARTUP COST**  
\$86.8K-\$117.8K**FRANCHISE FEE**  
\$45K**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
325/0**VET INCENTIVE**  
15 percent off franchise fee**13.6 years**

The average length of time franchisors on this list have been offering a veterans incentive

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## College Hunks Hauling Junk & Moving / No. 124

"**VETERANS GENERALLY** have an incredible work ethic and a 'failure is not an option' mentality," says Jeff Moss, a Gulf War Army veteran and Bronze Star recipient. He credits those traits with the record-breaking success of the College Hunks franchise he opened last year. He had the highest-grossing first full month in business in the company's history, was the fastest franchisee to achieve \$100,000 in sales in a single month, and reached \$1 million in sales in his first year of business.



**108****HomeSmart International**

Residential real estate

**STARTUP COST**

\$65.5K-\$205K

**FRANCHISE FEE**

\$20K

**TOTAL UNITS**

(FRANCHISED/CO.-OWNED)

125/40

**VET INCENTIVE**

25 percent off franchise fee

**109****Safe Ship**

Packing, shipping, freight, office supplies, notary services

**STARTUP COST**

\$145.5K-\$153.9K

**FRANCHISE FEE**

\$24.9K

**TOTAL UNITS**

(FRANCHISED/CO.-OWNED)

26/6

**VET INCENTIVE**

\$5,000 off franchise fee

**110****Image360**

Signs, graphics, displays, digital imaging

**STARTUP COST**

\$192.6K-\$365.3K

**FRANCHISE FEE**

\$40K

**TOTAL UNITS**

(FRANCHISED/CO.-OWNED)

309/2

**VET INCENTIVE**

25 percent off franchise fee

**111****Precision Door Service**

Garage-door repairs and installation

**STARTUP COST**

\$70.9K-\$306.96K

**FRANCHISE FEE**

\$10K-\$100K

**TOTAL UNITS**

(FRANCHISED/CO.-OWNED)

89/1

**VET INCENTIVE**

20 percent off franchise fee

**112****sweetFrog Premium Frozen Yogurt**

Self-serve frozen yogurt

**STARTUP COST**

\$221.5K-\$439.5K

**FRANCHISE FEE**

\$30K

**TOTAL UNITS**

(FRANCHISED/CO.-OWNED)

206/76

**VET INCENTIVE**

25 percent off franchise fee; 50 percent off in May and November

**113****HouseMaster Home Inspections**

Home inspections and related services

**STARTUP COST**

\$61.1K-\$106.2K

**FRANCHISE FEE**

\$42.5K

**TOTAL UNITS**

(FRANCHISED/CO.-OWNED)

304/0

**VET INCENTIVE**

15 percent off franchise fee

**114****Lennys Grill & Subs**

Subs, Philly cheesesteaks, salads

**STARTUP COST**

\$192.8K-\$431.3K

**FRANCHISE FEE**

\$25K

**TOTAL UNITS**

(FRANCHISED/CO.-OWNED)

80/1

**VET INCENTIVE**

\$5,000 off franchise fee

**115****Painting with a Twist**

Paint-and-sip studios

**STARTUP COST**

\$118.5K-\$285.5K

**FRANCHISE FEE**

\$25K

**TOTAL UNITS**

(FRANCHISED/CO.-OWNED)

298/3

**VET INCENTIVE**

20 percent off franchise fee

**116****Dental Fix RX**

Dental-equipment sales, service, and repairs

**STARTUP COST**

\$62.6K-\$153.5K

**FRANCHISE FEE**

\$25K

**TOTAL UNITS**

(FRANCHISED/CO.-OWNED)

108/0

**VET INCENTIVE**

\$5,000 startup inventory credit

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**7,747/**

The total number of veteran-owned units belonging to the franchise systems on this list\*

\*As reported by the franchisors, as of 7/31/18

**117**  
**AtWork Group**  
Temporary, temp-to-hire, and direct-hire staffing  
**STARTUP COST** \$154K-\$231K  
**FRANCHISE FEE** \$35K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 78/1  
**VET INCENTIVE** 20 percent off franchise fee

**118**  
**Alta Mere/SmartView**  
Auto, residential, and commercial window tinting, electronic auto accessories, auto imaging  
**STARTUP COST** \$151.9K-\$214.9K  
**FRANCHISE FEE** \$45K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 14/0  
**VET INCENTIVE** \$5,000 off franchise fee

**119**  
**HomeTeam Inspection Service**  
Home inspections  
**STARTUP COST** \$50.1K-\$76.8K  
**FRANCHISE FEE** \$35K-\$55K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 174/0  
**VET INCENTIVE** 10 to 15 percent larger territory

**120**  
**Christian Brothers Automotive**  
Auto repair  
**STARTUP COST** \$461.3K-\$566.4K  
**FRANCHISE FEE** \$135K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 203/1  
**VET INCENTIVE** 10 percent off franchise fee

**121**  
**Enviro-Master International Franchise**  
Restroom hygiene products and services  
**STARTUP COST** \$180K-\$324.1K  
**FRANCHISE FEE** \$60K-\$90K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 72/0  
**VET INCENTIVE** 25 percent off franchise fee

**122**  
**AdvantaClean**  
Restoration  
**STARTUP COST** \$113.1K-\$244.95K  
**FRANCHISE FEE** \$19.95K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 228/0  
**VET INCENTIVE** \$5,000 off territory fee

**123**  
**Wireless Zone**  
Wireless devices, services, and accessories  
**STARTUP COST** \$160K-\$394.5K  
**FRANCHISE FEE** \$1K-\$25K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 375/0  
**VET INCENTIVE** 50 percent off franchise fee or transfer fee

**124**  
**College Hunks Hauling Junk & Moving**  
Junk removal, moving, and labor services  
**STARTUP COST** \$89.8K-\$208.7K  
**FRANCHISE FEE** \$40K-\$50K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 104/2  
**VET INCENTIVE** \$7,500 off franchise fee

**125**  
**BrightStar Care**  
Medical/nonmedical home care, medical staffing  
**STARTUP COST** \$93K-\$154.3K  
**FRANCHISE FEE** \$50K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 322/12  
**VET INCENTIVE** \$5,000 off first-unit franchise fee

**126**  
**1-800 Water Damage**  
Restoration  
**STARTUP COST** \$132.1K-\$206.7K  
**FRANCHISE FEE** \$59K-\$84.5K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 89/7  
**VET INCENTIVE** 20 percent off franchise fee

**127**  
**The Entrepreneur's Source**  
Franchise/business coaching and development  
**STARTUP COST** \$86.8K-\$110.5K  
**FRANCHISE FEE** \$55K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 104/0  
**VET INCENTIVE** 15 percent off franchise fee

**128**  
**Boulder Designs**  
Custom rocks and boulder signage  
**STARTUP COST** \$86.5K-\$109.5K  
**FRANCHISE FEE** \$33.5K  
**TOTAL UNITS (FRANCHISED/CO.-OWNED)** 125/0  
**VET INCENTIVE** \$2,500 off franchise fee; 25 percent off royalty fee for first 5 years



**129**

**Home Helpers Home Care**

Nonmedical/skilled home care; monitoring products and services

**STARTUP COST**  
\$84.8K-\$136.9K

**FRANCHISE FEE**  
\$48.9K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
301/0

**VET INCENTIVE**  
\$9,780 off franchise fee

**130**

**Handyman Connection**

Home repairs, remodeling

**STARTUP COST**  
\$99.5K-\$152.7K

**FRANCHISE FEE**  
\$60K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
68/0

**VET INCENTIVE**  
\$7,500 off franchise fee

**131**

**Tint World**

Auto accessories, mobile electronics, security, window tinting, appearance services

**STARTUP COST**  
\$179.5K-\$259.5K

**FRANCHISE FEE**  
\$25K-\$40K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
76/0

**VET INCENTIVE**  
10 percent off franchise fee

**132**

**Closet & Storage Concepts/More Space Place**

Residential/commercial closet and storage systems; Murphy beds

**STARTUP COST**  
\$95.7K-\$494.1K

**FRANCHISE FEE**  
\$29.5K-\$38.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
37/3

**VET INCENTIVE**  
25 percent off franchise fee

**133**

**Pop-A-Lock Franchise System**

Mobile locksmith and security services

**STARTUP COST**  
\$96.9K-\$130.3K

**FRANCHISE FEE**  
\$15.5K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
558/4

**VET INCENTIVE**  
10 percent off franchise fee; special training program for veteran employees

**134**

**Five Star Painting**

Residential and commercial painting

**STARTUP COST**  
\$69.7K-\$179.3K

**FRANCHISE FEE**  
\$40K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
181/0

**VET INCENTIVE**  
15 percent off minimum franchise fee

**135**

**Molly Maid**

Residential cleaning

**STARTUP COST**  
\$111.7K-\$156.2K

**FRANCHISE FEE**  
\$14.9K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
485/0

**VET INCENTIVE**  
15 percent off franchise fee

**136**

**Stratus Building Solutions**

Environmentally friendly commercial cleaning

**STARTUP COST**  
\$4.5K-\$72.9K

**FRANCHISE FEE**  
\$3.6K-\$62.1K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
1,787/0

**VET INCENTIVE**  
10 percent off franchise fee

**137**

**PJ's Coffee of New Orleans**

Coffee, tea, pastries, sandwiches, salads

**STARTUP COST**  
\$188.3K-\$578K

**FRANCHISE FEE**  
\$25K-\$35K

**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
93/0

**VET INCENTIVE**  
20 percent off franchise fee

**PET SUPPLIES PLUS**  
Franchise Opportunity



**Fetch more of the \$72 billion\* pet industry**

**We're the leader with over 30 years of franchise expertise.**

Learn more at [petsuppliesplusfranchising.com](http://petsuppliesplusfranchising.com)

Multi-Unit Franchise Owner & Military Veteran  
Brian Rolf with his dog Bear Brown



\* According to the APPA: [http://www.americanpetproducts.org/press\\_industrytrends.asp](http://www.americanpetproducts.org/press_industrytrends.asp)

This advertisement is not an offer to buy a franchise. An offer to buy a franchise can be made by prospectus only. MN # F-4357 ©2019 Pet Supplies Plus. All rights reserved. Pet Supplies Plus is a trademark of PSP Franchising, LLC.

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**138**  
**Teriyaki Madness**

Asian food  
**STARTUP COST**  
\$313.5K–\$653.9K  
**FRANCHISE FEE**  
\$45K–\$99K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
55/3  
**VET INCENTIVE**  
15 percent off franchise fee

**139**  
**Profile by Sanford**

Weight-loss and wellness services  
**STARTUP COST**  
\$445K–\$699.5K  
**FRANCHISE FEE**  
\$49.5K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
102/31  
**VET INCENTIVE**  
\$5,000 off franchise fee

**140**  
**Mr. Handyman**

Residential and commercial repair, maintenance, and improvement services  
**STARTUP COST**  
\$117.5K–\$149.1K  
**FRANCHISE FEE**  
\$59.9K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
231/0  
**VET INCENTIVE**  
15 percent off minimum franchise fee

**141**  
**Zips Dry Cleaners**

Dry cleaning and laundry services  
**STARTUP COST**  
\$1M–\$1.4M  
**FRANCHISE FEE**  
\$30K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
60/2  
**VET INCENTIVE**  
20 percent off franchise fee

**142**  
**Auto Appraisal Network**

Auto appraisals  
**STARTUP COST**  
\$16.7K–\$44.3K  
**FRANCHISE FEE**  
\$12K–\$20K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
18/11  
**VET INCENTIVE**  
20 percent off franchise fee

**147**  
**milliCare**

Flooring, carpet, and textile maintenance  
**STARTUP COST**  
\$110.7K–\$154.9K  
**FRANCHISE FEE**  
\$20K–\$35K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
57/0  
**VET INCENTIVE**  
20 percent off franchise fee (for large territories only)

**143**  
**Happy & Healthy Products**

Frozen fruit bars  
**STARTUP COST**  
\$53.2K–\$99.3K  
**FRANCHISE FEE**  
\$25K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
37/0  
**VET INCENTIVE**  
5 percent off franchise fee

**148**  
**Parcel Plus**

Packing, shipping, postal, and business services  
**STARTUP COST**  
\$155.5K–\$232.5K  
**FRANCHISE FEE**  
\$29.95K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
22/0  
**VET INCENTIVE**  
20 percent off franchise fee

**144**  
**The Grounds Guys**

Lawn and landscape maintenance  
**STARTUP COST**  
\$81.2K–\$200.1K  
**FRANCHISE FEE**  
\$35K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
193/0  
**VET INCENTIVE**  
15 percent off minimum franchise fee

**149**  
**ASP America's Swimming Pool Co.**

Swimming pool maintenance, repairs, and renovations  
**STARTUP COST**  
\$108.1K–\$145.3K  
**FRANCHISE FEE**  
\$42K–\$65K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
310/0  
**VET INCENTIVE**  
15 percent off franchise fee

**145**  
**Navis Pack & Ship**

Packing, crating, and shipping of fragile, large, awkward, and valuable items  
**STARTUP COST**  
\$96.95K–\$172.8K  
**FRANCHISE FEE**  
\$29.95K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
53/0  
**VET INCENTIVE**  
20 percent off franchise fee

**150**  
**Kinderdance International**

Children's dance, gymnastics, fitness, and yoga programs  
**STARTUP COST**  
\$18.1K–\$46.8K  
**FRANCHISE FEE**  
\$15K–\$40K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
161/2  
**VET INCENTIVE**  
10 percent off franchise fee

**146**  
**Archadeck Outdoor Living**

Outdoor living space design and construction  
**STARTUP COST**  
\$38.8K–\$103.6K  
**FRANCHISE FEE**  
\$12.4K–\$49.5K  
**TOTAL UNITS**  
(FRANCHISED/CO.-OWNED)  
53/2  
**VET INCENTIVE**  
15 percent off franchise fee; 30 percent off in May and November



**Meineke Car Care Centers / No. 75**

**WHEN THEY** learned of the opportunity to purchase a Meineke franchise in York, Pa., in 2012, brothers Nate, Josh, and Ben Ramsay didn't let the fact that two of them were deployed in Iraq stop them. They pooled their funds, and Ben, who had experience managing a Meineke, began running the car care center until his brothers, both serving as Army staff sergeants, completed their service in 2013. In the six years since, the brothers have opened four more locations.



# OPPORTUNITY

## S P O T L I G H T

One of these opportunities could mark the turning point to owning a business of your own, realizing your personal dreams and securing true financial independence. So go ahead, make your first move by considering all that they have to offer in this Opportunity Spotlight. Then make your first call.



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VETERANS  
2019

Grease Monkey, a leading franchisor with over 40 years of experience in the automotive maintenance, service and repair industry—guides franchisees in all aspects business through unparalleled support:

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- Third-Party Financing
- Training (Initial, Ongoing and In-Store)
- Marketing & Advertising
- Field Staff Consultation
- Business Management & Accounting



For more information, contact Lori Schneider, Franchise Development Specialist at 720-454-4412 or loris@greasemonkeyintl.com.



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Bring your ideas to life with businesses that thrive on your inspiration and imagination.

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Event Planning Business

Fashion Accessories Business

Freelance Writing Business

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Self-Publishing Business

Wedding Consultant Business

Online Coupon/Daily Deal Business

Specialty Food Business

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Use your people skills to provide superstar service for a pet business, as a travel service provider, through your own restaurant or in a retail store.

Automobile Detailing Business

Bar and Club

Bed and Breakfast

Clothing Store and More

Hair Salon and Day Spa

Food Truck Business

Microbrewery, Distillery, or Cidery

Pet Business and More

Restaurant and More

Retail Business and More

Travel Business and More

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Put your Type-A personality to work for you through businesses like imports/exports, wholesale distribution, freight brokerage and medical claims services.

eBusiness

Freight Brokerage Business

Green Business

Import/Export Business

Medical Claims Billing Service

Vending Business

Wholesale Distribution Business

Staffing Business

Transportation Service



# Stop dreaming and start doing



## COMMUNICATION



Put pen and paper to work in a grant writing business, use your networking skills in a public relations business, or have your graphic design speak a thousand words.

- Blogging Business
- Consulting Business
- Grant Writing Business
- Graphic Design Business
- Public Relations Business

## HANDS ON



Bring in the bucks while experiencing the satisfaction of tackling hands-on projects through cleaning services, landscaping, construction and more.

- Cleaning Service
- Coin-Operated Laundry
- Construction and Contracting
- Lawn Care Or Landscaping

## TEACHING



Share your knowledge and expertise through child-care services, information marketing or tutoring services.

- Child-Care Service
- College Planning Consultant
- eLearning or Training Business
- Information Marketing Business
- Online Education Business
- Tutoring and Test Prep Business

## HELPING OTHERS




Lend a hand and make a difference in people's lives—whether through personal training, senior care or coaching ventures.

- Coaching Business
- Personal Concierge Service
- Personal Training
- Senior Services Business
- Nonprofit Organization

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## The Dangers of Getting Comfortable

By Jeff Peterson, cofounder and CEO, Geneva Supply

**W**hen I was a kid, my dad, J.R. “Pete” Peterson, was the president of three liquor distributorships in Illinois. He wasn’t an entrepreneur, but he was great at what he did. I eventually started asking questions about the business and why he was so successful. In response, he told me this:

“When things are bad in business, you’re forced to pay attention to the details. When things are going great, you stop paying attention and spend more time golfing or at long lunches—and that’s when a giant caribou jumps out of the tall grass and fucks everything up.”

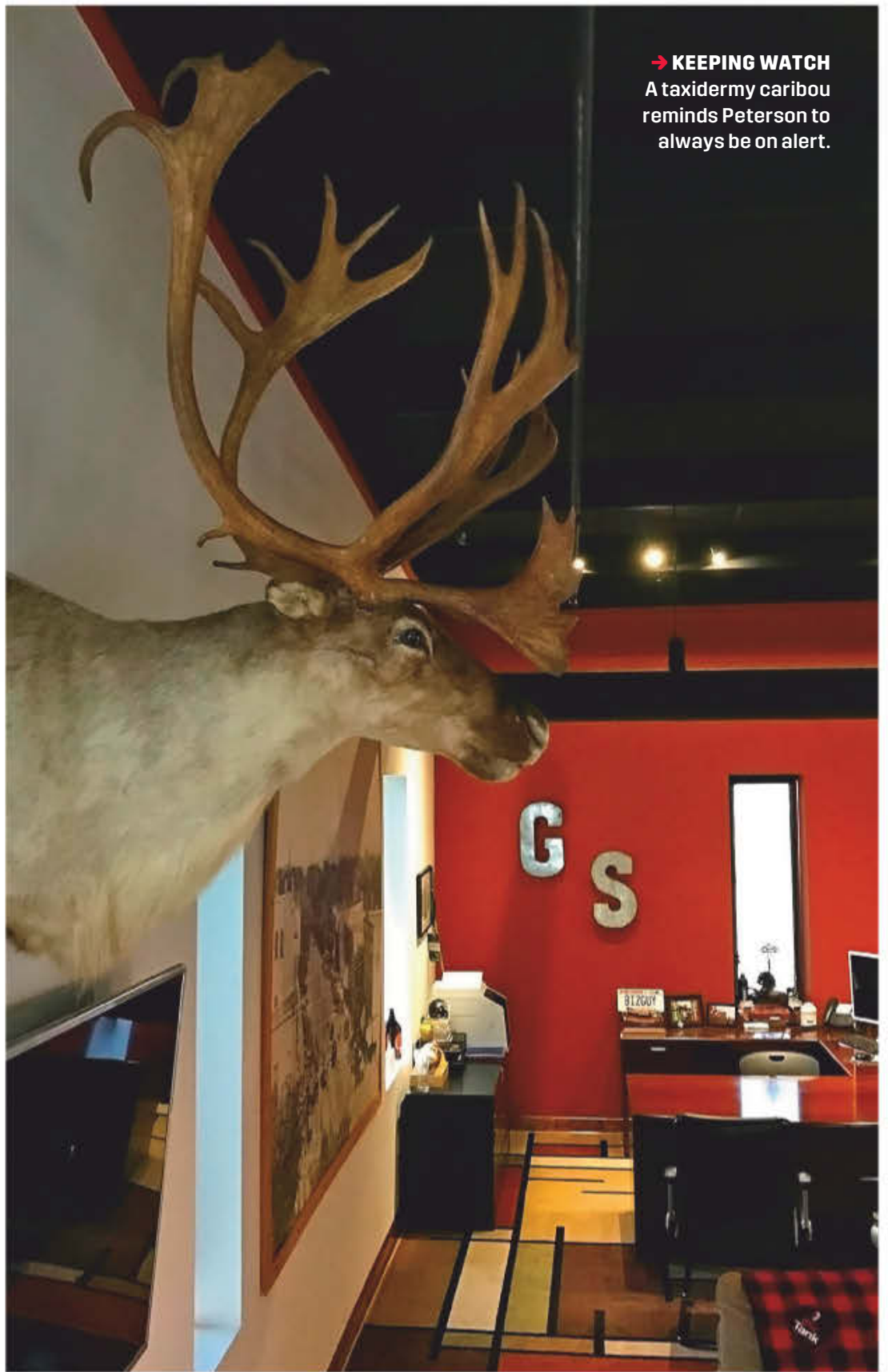
In other words, be on heightened alert even during the best times—so you never get caught off guard. It’s good to enjoy your accomplishments and pat yourself on the back, but it’s dangerous to become complacent.

As I built my own career, I learned just how true his words were.

A decade ago, when I was working for a wholesale tool operation, I partnered up with a colleague and tried to buy our employer. We negotiated a deal and thought everything was good, but at the midnight hour, the owners changed the terms, and the deal fell through. They fired us the next morning. We were blindsided. It was the caribou I never saw coming! So we started a new company that same day, called Geneva Supply, providing Amazon strategy and fulfillment, 3PL, digital marketing, and more.

Ten years later, our company is going strong with three locations. I have a big corner office. It is, dare I say, pretty comfortable. But I put something on the wall to remind me not to get complacent: a giant taxidermy caribou head! I’m no hunter, but I knew I had to have it when I saw it for sale.

Now, every day, when I look up from my desk, I’m inspired by the lesson my dad taught me. I always want to keep my eyes on that caribou, which reminds me to cancel that long lunch and tee time.



→ **KEEPING WATCH**  
A taxidermy caribou reminds Peterson to always be on alert.

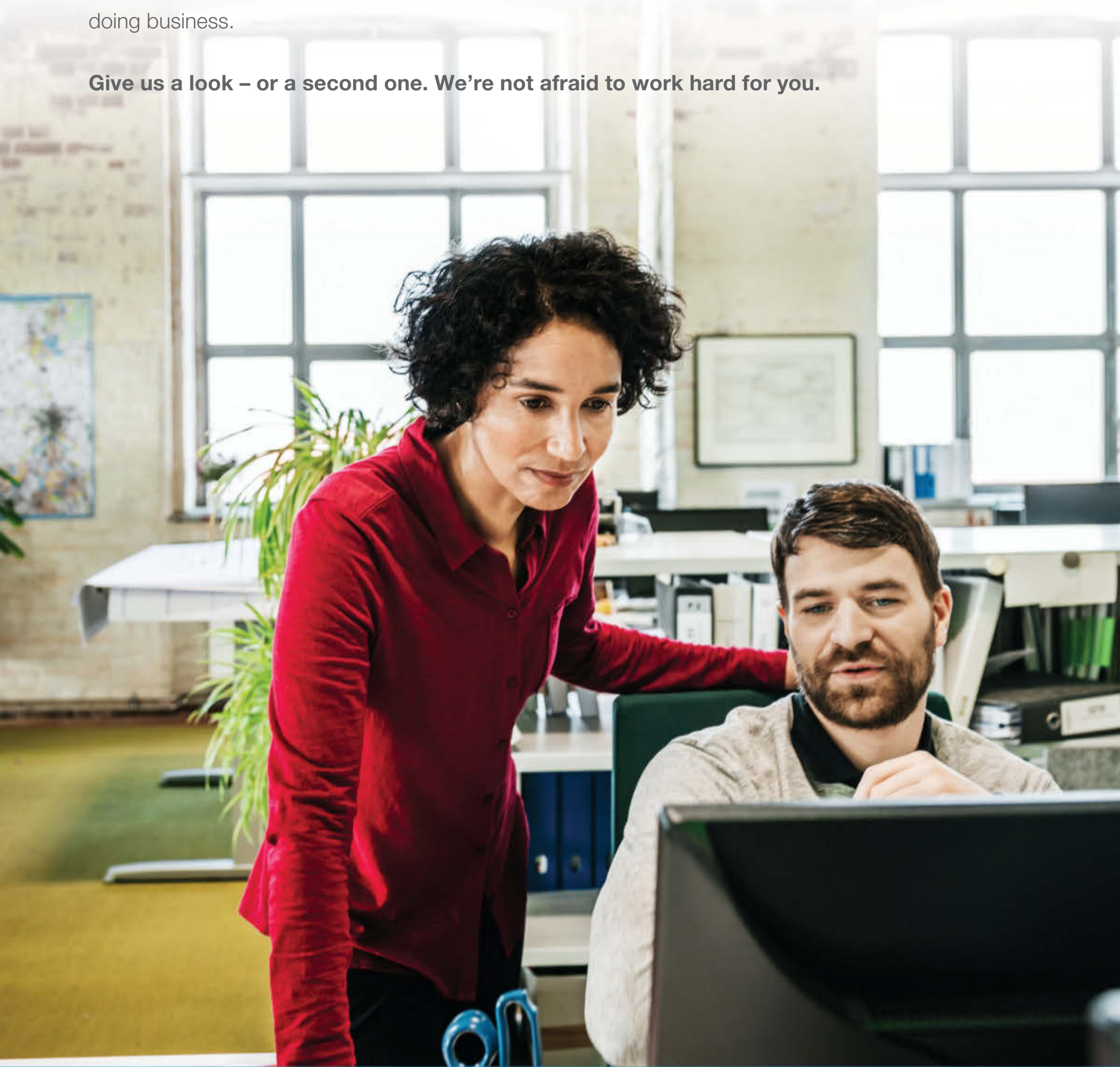
### WHAT INSPIRES YOU?

Tell us about a story, person, object, or something else that pushes you forward, and we may include it in a future issue. And we may make you photograph or illustrate it, too. Email [INSPIRE@ENTREPRENEUR.COM](mailto:INSPIRE@ENTREPRENEUR.COM) with the subject line “WHAT INSPIRES ME.”

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