



Crunching the Data

STATISTICALLY SPEAKING

The first thing that grabs you is the numbers: Revenue totaling \$209.7 billion. Nearly 600,000 jobs created. Four- and even five-figure revenue growth rates. All it takes is a quick look at the recently released 2020 Inc. 5000 to crystallize the astonishing success of America's fastest-growing businesses. **////** But as remarkable as they are, the stats don't give a full picture of what these companies have achieved. The Inc. 5000 list comes out once a year; running an Inc. 5000 business requires unwavering dedication, savvy management, and employee buy-in every single day. You don't get the accolades unless you first do the work. **////** A closer look inside the numbers also shows that there's no single path to becoming the leader of a fast-growing company. The Inc. 5000 comprises founders with diverse backgrounds, business philosophies, and strategies for maintaining their success. Read on to find out more about why they became entrepreneurs, how they strive to improve their workplaces, and what they expect the future to hold for their businesses.



Looking for more entrepreneurial inspiration? Learn about America's fastest-growing private companies at [inc.com/inc5000](https://www.inc.com/inc5000).

Educating Aspiring Stock Market Investors

Teaching individual investors to find and make successful stock market trades



Jeff Bishop, left, and Jason Bond, co-founders of RagingBull.com

Online learning is one of the hottest trends of 2020. Experts in a broad range of industries, from finance to entrepreneurship to cooking, crafts, fitness, and many others, are now sharing their skills virtually for a fee. Thanks in part to the global pandemic, demand for online education services is expected to hit \$350 billion by 2025, according to Research and Markets.

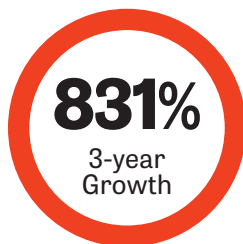
Privately-held RagingBull.com, was an early entrant in the personal finance education market 10 years ago. Its growing squad of instructors teaches subscribers the ins and outs of stock trading through 20 different video courses, e-newsletters, and training guides. Students learn how to find and make trades, ways to analyze stock chart patterns, how to manage risk, and how to understand profit targets within trades. The company's more than 120,000 subscribers typically pay anywhere from \$100 to \$2,000 per year for a stock market education.

DAVE RAMSEY DEVOTEES

Although RagingBull.com teaches its students how to make money buying and selling stocks using proprietary methodologies, the business was actually started as a strategy for debt reduction. Co-founder Jason Bond was a teacher and part-time cross-country coach working to become a high school principal, but he was frustrated with how long it would take him to pay off his family's \$250,000 mortgage and student loan debt. A follower of debt reduction guru Dave Ramsey, Bond knew he needed to make a career move that had more upside income potential if he ever wanted to be debt-free.

He turned to Jeff Bishop, a fellow Ramsey fan, to learn how to make extra money in the stock market. Bishop taught him the basics.

Bond was subsequently so successful



that he began writing a stock market-related subscription newsletter called “Jason Bond Picks” that quickly started generating some serious cash.

Bishop saw the potential that combining their backgrounds and their love of stock trading could provide, leading the two to become business partners in RagingBull.com. “We both love trading,” Bond says.

“We’re educators, first and foremost,” Bishop says, and “our audience is actually trying to learn how to make money in the market.”

Although the tremendous upside potential is what attracted Bond and Bishop to become entrepreneurs, stock trading “isn’t for everybody,” Bond admits.

TRANSPARENCY IS RAGINGBULL'S EDGE

What makes RagingBull.com different from the myriad other services is that its trainers are “actually buying and selling stocks in real time,” Bishop says. “To illustrate our trading strategies in action, we stream our TD Ameritrade portfolio and show the good and the bad.” The company’s educators send out daily updates before the market opens in the morning and then follow up with several alerts during the day as the markets start to move.

“We show the techniques and the thinking behind our picks,” says Bond, rather than just discussing stocks and hypothetical trades, like so many other providers do. RagingBull.com takes the risk when educating our members.

The approach has worked well. RagingBull.com has achieved triple-digit growth and even attracted venture capital investment, which they declined. “We might have grown faster but we didn’t want to give up control,” Bishop explains.



Bucking the Trend

80%

**EXPECT THEIR COMPANY TO BE
PROFITABLE THIS YEAR.**

WHATEVER IT TAKES

Even in the midst of cataclysmic economic conditions, some business owners find a way. The vast majority of Inc. 5000 founders applied for government assistance—primarily loans through the Paycheck Protection Program—to enable their companies to stay operational. Others cut costs, identified new revenue streams, and adapted in myriad other ways to stay in the black.

Serial Success

TAKE TWO

After starting a successful business, what do you do for a second act? Many entrepreneurs, energized by the heady early stages of the startup life cycle, choose to start all over again with a new venture. Hundreds of Inc. 5000 CEOs, for example, have started other companies in the past. Nearly half of these serial entrepreneurs still own one or more of their earlier businesses, and most of the rest of them had positive exits.



26.5%
sold one or more of their
earlier businesses to
another company.



7.5%
sold one or more of
them to co-owners
or employees.



0.7%
took them public.

Fast Growth, Powered by the Sun

Efficient processes, proprietary tech, and an exceptional team fuel cosmic growth for this solar energy company

Sales are soaring for Freedom Forever, one of America's fastest-growing residential solar power companies. But that has never been the biggest driver for CEO Brett Bouchy. "I love what I do; I really do. The fact I can do this and be successful is just a bonus. I want to make a difference."

Freedom is on a mission to improve solar power adoption—not just in states where solar is on the rise, but in areas that are yet to give solar a try. Less than three percent of U.S. households have solar panels, but interest is mounting, Bouchy says. People convert to solar to reduce their carbon footprint, but the biggest driver is to save money by reducing their electric bill. This "no-brainer" proposition is fueling exponential growth for the entire solar industry, and Freedom's operational efficiencies, technology, and team set it apart.

THE BENEFITS OF SCALE AND PROCESS

Founded in 2011, the company's growth accelerated in 2015, the year Bouchy joined as CEO. Today it ranks No. 409 on the Inc. 5000 list of fastest-growing businesses. The company has more than \$220 million in sales and a 1,123 percent three-year growth rate.

How has it achieved such growth? One of its differentiators is a 25-year production guarantee. In many instances, Freedom covers the cost of replacing or fixing system parts for the length of the warranty. On top of that, it reimburses customers for accrued energy costs while the system is down. The program makes business sense because Freedom believes in the quality of its systems and almost always has a truck within 30 miles of a customer, Bouchy says.

Proprietary technology allows Freedom to monitor its systems constantly. A focus on operational efficiency enables cost savings and fast timelines. The team relies on 1,400 standard operating processes (SOPs), which is not something most contracting companies can say. In 2019, Freedom built a custom software system to organize and streamline processes and keep its team aligned. The technology suite includes a customer app that provides updates on their



installation and system performance, improving customer communication and satisfaction.

MISSION-DRIVEN SERVANT LEADERSHIP

Servant leadership has become a bit of a cliché, Bouchy says, but Freedom has been talking about this management style since 2015. By putting employee needs first, the management team has built an empowered and effective organization. Bouchy adds that women comprise 70 percent of leadership roles and 36 percent of staff, which is much higher than industry averages. "I would love to say we had a strategic initiative to make that happen, but really, the people who have performed best at our company have been women."

In addition to sharing a management style, the team shares a mission to save the planet. Cost savings for customers are greatest in states with high energy expenditures, so most solar companies concentrate there. But Freedom Forever's scale and operational efficiencies allow it to reduce installation costs so it can make the case for solar in "non-solar" states, including Montana, Nebraska, Ohio, and Tennessee. The expansion plan will help Freedom drive residential solar adoption to 50 percent, fueling more company growth and more progress in the fight against climate change.

FREEDOMFOREVER.COM



Forging the Future of Apparel—and Fitness

This brand thinks you should expect more from your clothing, and judging by their revenue growth, consumers agree



2020
Ranking
1170

\$1
million
Revenue Per
Employee

387%
3-Year
Growth

250K+
Face Masks
Donated

[ASRV]

There is too much complacency in the consumer apparel industry, says Jay Barton, founder and CEO of ASRV, a sportswear and training apparel brand. He believes people should expect their clothing to improve their performance all day, in and out of the gym.

Barton had the idea for ASRV in 2014, when he couldn't find apparel to fit his entrepreneurial lifestyle—clothing that could take him from the coffee shop, to a client meeting, to a workout. He sold nearly \$750,000 the first year and knew he was onto something. Since then, ASRV has about doubled in size every year. Today, it is an Inc. 5000-ranking company—a premium brand with more than 250,000 customers, including professional athletes and celebrities.

WEAVING IN SMART TEXTILES

Customers often discover ASRV on Instagram. But rather than worrying about an algorithm or expensive endorsement deals, Barton focuses on creating compelling products. Technology and intuitive design are the differentiators. He and the team research industries like the military and aerospace to understand what is needed for apparel to perform in extreme conditions. Then, they “step it back and seamlessly integrate those same concepts into products for the everyday user so that after you’ve experienced ASRV apparel, you won’t want to go back to ‘normal’ clothing,” he explains.

Beyond incorporating waterproof, antibacterial, and sweat-wicking technologies, ASRV is one of a few consumer apparel brands to use Kevlar®, a material manufactured by DuPont, widely-known for its applications in military and law enforcement protection. By incorporating a small percentage of Kevlar® fiber into their yarn and thread, ASRV is

making light and durable joggers, hoodies, and backpacks. ASRV was also one of the first companies to sell face masks featuring ViralOff® technology after COVID. The ViralOff antimicrobial fabric helps kill viruses that come in contact with the fabric.

A COMPANY-WIDE ENTREPRENEURIAL SPIRIT

Conceptualizing products comes naturally to Barton. He is a born entrepreneur with a technical design background. ASRV was his third startup attempt, and he launched it at age 23. He admits transitioning from a “loner” to a team leader was hard. At first, he thought his job was to rally people to carry out his vision. Now he realizes his job is to inspire his team of 20 to dream as big as he does. “We want every team member to be their own entrepreneur,” he explains.

The team also share a vision for the future of fitness: urban training, a term ASRV trademarked in 2018. They were promoting outdoor workouts before COVID, but the pandemic fast-forwarded adoption. Products designed for outdoor training are selling fast, like joggers with reinforced knee panels, and chest packs that fasten under the arms to keep valuables secure without comprising range of motion. Barton also plans to build ASRV-branded outdoor training parks throughout L.A. and San Diego and hopes to make them free of charge. The 3D renderings are already complete.

In the future, the brand may expand into womenswear, but Barton says they won't rush their expansion. Their plan is to keep making high-performing products that look great—products “so innovative and unique that people are going to tell their friends.”

Pandemic Pivots

“

Our team has pivoted to virtual events. All the teams got together and became experts to develop, sell, and service this new product in less than eight weeks. I can't know what will happen next, but I can confidently say that my team will be ready for it and adapt to any disaster that comes our way. —FOUNDER OF AN INC. 5000 EVENT SOFTWARE COMPANY

”

PLAN AHEAD

Entrepreneurs can't prepare for every event that significantly affects their business. The best ones, though, put the right people and processes in place to deal with all manner of unforeseen situations. When a big customer leaves, an economic downturn occurs, or even a pandemic hits, they're ready. Organizing early might make the difference between struggling to survive and discovering a new business opportunity.

Bootstrapped for Cash

“

I only want to answer to my customers and employees. Building a long-term great company competes with the demands of building short-term profit. I've turned down more than a few seven-figure offers.
—FOUNDER OF AN INC. 5000
CYBERSECURITY FIRM

”

PASSING ON THE BUCKS

Venture capital funding isn't the holy grail for startups that it's often made out to be. While many Inc. 5000 honorees found it worthwhile to pursue funding, 41 percent of them ultimately turned it down. As an entrepreneur, you must weigh how badly you need the cash and if your business can succeed under the terms you're offered. The biggest issue, though, is whether giving up some control of the business is a tradeoff you're willing to make.

In Business and on the Rise Together

Founded by two brothers, this logistics company is moving up with a team approach to its operation

Engineering school trained brothers Ashot and Vazgen Avakyan to be problem-solvers, but their entrepreneurial instincts were already sharp in grade school. Growing up in Armenia, their father would pay them for every book they read. They also earned money by washing vehicles for him and his business partners. By the time they had immigrated to Philadelphia at ages 14 and 12, earned their degrees, and worked a while in corporate jobs, they had an itch to start their own business.

With their research pointing to signs of an accelerating demand for business-to-consumer and business-to-business shipping, they saw an opportunity in trucking. They decided to become a contractor with Federal Express, providing delivery services in the Greater Philadelphia area. In 2013, they opened Urtu Logistics, named after a kingdom in ancient Armenia.

From a single truck with Ashot the sole driver, Urtu Logistics, based in Southampton, Pennsylvania, has grown to more than 50 employees and a fleet of 55 trucks in three locations. The company earned around \$3 million in 2019.



Ashot and Vazgen Avakyan

HIRING VALUED TEAM MEMBERS

With Ashot as president and Vazgen as head of operations, the brothers positioned themselves for success with a forward-looking hiring strategy. “We were preparing ourselves by hiring more people than we needed, knowing that it’s better to be proactive rather than reactive,” Ashot says.

Employee relations has been a top priority. Ashot remembers how, as an engineering employee, he found the highly structured work environment confining. Now, with his own employees, he’s more flexible about things like work schedules and time off. Urtu employees also have an opportunity to become vested in the company after a few years, so they can share in its financial success.

“We’ve created a genuine environment where everyone feels part of the team,” Ashot says. “A person who feels appreciated will always do more than what is expected.”

ENLARGING THE ENTERPRISE

The business partners scaled Urtu Logistics by reinvesting their earnings and adding additional routes, vehicles, and employees over the years. They’ve also gone into several other business ventures together. “Right now, we have 10 business tentacles in eight different industries,” Vazgen says. The pair chose to diversify to ensure that an economic slowdown would not devastate their overall business empire. While other managers run the day-to-day operations, the pair has a hand in all of the businesses, which have a total employment of about 150.

Ashot describes himself as “the people person” and Vazgen as the “brains of the operation.” He believes their complementary skill sets have been a major driver of their businesses’ fast-paced growth. As for what’s next for the Avakyan brothers, he says: “We are just getting started. Bigger projects are on the horizon. The sky is the limit!”



\$2.9 million
2019 Revenue



35
Employees in 2019

ASHOTAVAKYAN.COM


Urtu Logistics

Start with Teaching and Technology; Add Fun

For this online insurance agency, shaking up a ‘dinosaur’ industry is the formula for success



GetMeHealthcare
INSURANCE SPECIALISTS

Morning meetings for the sales team at GetMeHealthcare often start with a book chat. President Michael Tobias—himself the author of the two-book SalesFreaks motivational series—picks and previews the works of Steve Jobs, Bill Gates, billionaire hedge fund manager Ray Dalio, and others, sharing a couple of chapters’ worth of business success lessons at a time.

Providing ongoing opportunities for agents and other team members to learn and grow enables GetMeHealthcare to meet customer needs in a changing industry environment, even as Tobias says the industry itself remains a “dinosaur” in some respects. Built around a technology-based platform for health care insurance enrollment, the company launched in 2008 in Boca Raton, Florida. Today it has a second location in Fort Lauderdale and a total workforce of more than 100.

Tobias was one of the founders of Health Benefits Direct Corporation, which pioneered the sale of health insurance over the phone and opened the door to today’s internet-driven marketplace.

CUSTOMER OUTCOMES OVER NUMBERS

While sales metrics are often king in his business, Tobias insists that the numbers on spreadsheets are far less important than his employees and the customers they’re serving. “We manage by outcome, not by numbers,” Tobias says. Instead of pressing agents to rack up dozens of policy sales, managers focus on keeping clients for life. With that philosophy as a driver, the company reached \$27.6 million in sales for 2019 and is on track to hit \$30 million by the end of 2020. “It’s me and a few other guys,” he says. “I’m very proud that we can nearly match our previous production numbers with a leaner team. Less is more.”

Tobias singles out executives like his compliance chief, William Cox (“my



President Michael Tobias (center) and his team

right-hand man”), Director of Sales Shane Brodil (“the hardest worker”) and Thomas Mouradian (“the tech guru”) for their indispensable contributions to the company’s success. Another key leader is Head of Development Robert Fisher, who developed a customer resource management system called CRMGorilla that tracks, markets to, and contacts clients, as well as storing their data. Next up is a plan to apply the technology to a new project introducing direct online enrollment in 2021.

SERVING ‘MOTIVATIONAL JUICE’

Tobias prefers to hire people with no formal education in insurance so they can be molded into top-performing agents through coaching and self-teaching. Managers and fellow sales team members all pitch in with training and support. Like the staff meetings, training at GetMeHealthcare is designed to dispense what Tobias calls the ‘motivational juice’ to agents who hear ‘no’ hundreds of times day.

To keep spirits up, GetMeHealthcare goes all out to create a fun workplace. There’s a game room, a movie room, and a Zen room for quiet breaks. The Boca Raton site has a gym. In a field where serving customers means hearing a lot of tough stories—from those with serious illnesses and those struggling to afford health care—the office atmosphere becomes another key source of employee support. “That eccentric environment is everything,” Tobias says.

Always Be Leveling Up

10.9%
To sell.

6.4%
To sustain.

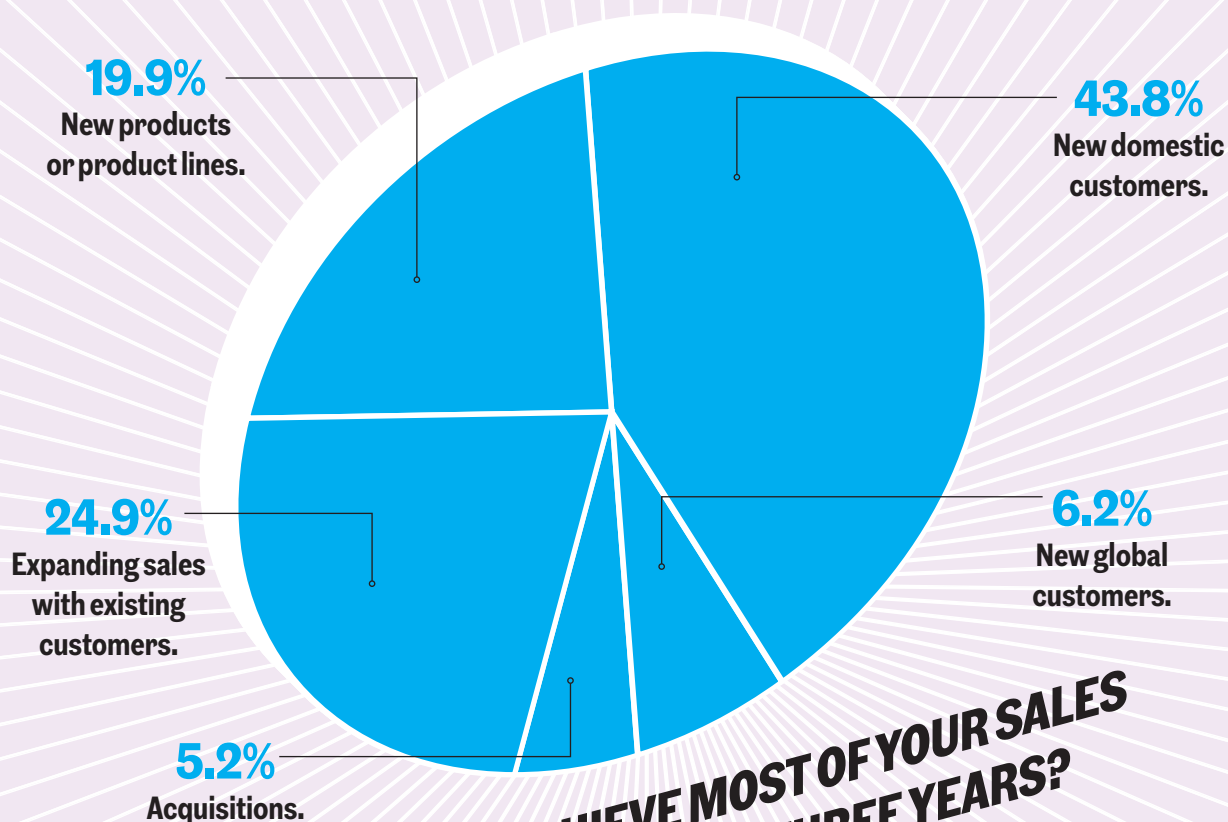
82.8%
To scale.

WHAT IS YOUR PRIMARY GOAL?

GRAND AMBITION

Size matters. Even if you're thinking about an eventual exit, there's always another level that you'll aspire to get your company to. Quantifiable measures of growth, while useful and important, are almost beside the point: Revenue figures, valuations, and head counts will never outweigh the satisfaction of increasing your impact on customers and your standing in your industry.

New Business or No Business



HOW WILL YOU ACHIEVE MOST OF YOUR SALES GROWTH OVER THE NEXT THREE YEARS?

FOLLOW THE MONEY

Fast growth begins with identifying your customers. There's no magic formula for determining where you should look for them or whether you're better off focusing on new or existing ones. But successful founders have a clear vision of where revenue is going to come from—now, next year, and beyond. That's not to say you should develop your company's strategy on your own and stick to it no matter what. As one Inc. 5000 honoree puts it, "Sometimes, being a good founder is just being open to listening, and being agile in changing conditions."

Solving the Pet Shedding Challenge

An online-only sales strategy and organic social media wins early on fueled exponential growth

No matter how much unconditional love furry pets provide, the vast majority come with a frustrating trait: fur that sheds. Dog, cat, bunny, and guinea pig owners routinely grapple with removing their pet's cast-off fur from their homes.

That situation is how Aaron Muller, CEO of Word Ape, LLC, the manufacturer and marketer of the ChomChom Roller brand recognized the need for a better pet hair-removal device. While staying at his business partner Tetsu Liew's house in 2009, he would find fur from Liew's two cats covering nearly everything he owned. No matter what he used to try and get rid of it – lint rollers, sticky paper, brush – it was never quite good enough.

Recognizing Muller's frustration with his cats, while in Singapore on business in 2009, Liew came across a different-looking pet hair-removal device and brought one back to Muller as a gift. Muller tried it for about two seconds, he says, and proclaimed it "the best pet hair-removal product I've ever seen."

Convinced this was a revolutionary consumer product, Muller and Liew purchased the U.S. distribution rights, along with all the associated patent rights. The name ChomChom was meant to mimic the functionality of the device, which chomps up pet hair as it works.

GUERRILLA MARKETING SUCCESS

With limited funds at the outset, Liew purchased 5,000 units of inventory, and Muller began using every free advertising and marketing tactic available to promote it, he says. "We weren't sure about it, so we didn't want to spend a lot of money if it was going to flop." But the two knew they needed to build awareness

to be successful. That meant posting videos on YouTube and Facebook and selling through Amazon. Selling in big box stores wasn't an option at the time, because it was an unknown, says Muller.

A company-issued press release in 2012 about the ChomChom Roller was picked up by *The Dallas Times*, generating 250 sales immediately. Sales continued to grow slowly over the next few years, going from 20 units a day, to 30 a day, to 50 a day.

In 2017, "we felt like we were becoming a business," says Muller, as unit sales rose to 100 a day during the holiday sales season.

PARTNERING WITH AMAZON

When sales suddenly and inexplicably dropped to zero, Muller discovered counterfeiters had entered the market, hijacked ChomChom listings, and stolen the brand. Working closely with Amazon on its Project Zero program for the next few months, Muller and Liew effectively shut down the counterfeiters and took back control of their brand.

As TikTok burst on the scene, sales grew to 3,000 units a day, with a slew of "TikTok Made Me Buy It" product demonstration videos. From \$100,000 in 2016 to \$5.35 million in 2019, Muller expects sales to hit \$10 to \$12 million in 2020.

The company's biggest challenge at the moment is finding consumer products that work as well as the ChomChom Roller. "We don't want to disappoint our customers, who have come to expect superior performance from the ChomChom brand," explains Muller. Until then, sales of its premier product continue to climb.

PETHAIRGONE.COM



Aaron Muller, CEO of Word Ape (right) and his partner Tetsu Liew

ChomChom
ROLLER

2020
Ranking
62

\$5.3
million
2019 Revenue

1
Employee

5025%
3-Year Growth

Drug Benefits Data, Uncovered

Harvesting health care data that clients wouldn't otherwise see or derive benefit from is this tech company's mission



Scott Martin,
chairman
and CEO

Remedy Analytics founder Scott Martin says the prescription benefits delivery system was designed to keep employers in the dark about information that could help them control costs and improve health outcomes.

“Whenever businesses try to hide something or charge more than they otherwise should be able to, that’s when you see the industry make itself overly complex,” says Martin, chairman and CEO of the health technology firm.

Remedy Analytics’ mission is to unlock the mystery of prescription drugs and make the process more transparent. The company’s proprietary data-based medication platform, PharmaLogic®, presents claims information in an in-depth, non-preferential manner. “Our agnostic approach allows the employer to make factual, data-driven decisions, instead of being pressured into “solutions” that serve the seller and not the employer,” Martin says.

Six years after its founding, Remedy Analytics’ 2019 revenue topped \$15 million. Its client list includes CBS Viacom, the Cincinnati Reds, and a host of other employers, large and small, public and private.

USING ‘NO’ AS MOTIVATION

Martin always believed his vision would turn into a successful business, but he met a brick wall when pitching investors. “I think I went through 11 venture capital firms and was told,



‘bad timing,’ ‘not the right idea,’ ‘the pharmacy benefits industry is too powerful’—endless negatives,” he says. “Luckily, it just motivated me to go all in on my own.”

Martin put the money he had saved from selling two previous businesses into the new venture. He networked his way into a group of five Milwaukee industry experts who had helped build a major PBM and who seemed so in sync with his proposal that he felt sure they were ready to join the Remedy Analytics startup team. They initially turned him down because he didn’t have the technology that they believed was necessary for success. Eventually, Martin was able to regroup and convince the team of his commitment to technology and proved it by hiring the best engineers possible to develop PharmaLogic.

RECOVERING FROM BLINDSIDE HITS

Martin sees himself as the quarterback of Remedy Analytics’ core team of pharmacists, clinicians, data scientists, and engineers—keeping everyone advancing toward the vision of delivering a clear, conflict-free drug benefits solution. In that quarterback role, he’s often had to adjust a play call or two in response to what he says are “unforeseen outside forces that can blindside you.”

One of those surprise hits came early on when Martin was forced to make the difficult decision to ask two key executives to leave because of their lack of commitment to the vision. The result was an immediate upturn in morale and productivity that continues to this day.

When COVID-19 came along and forced a shutdown of the company’s Milwaukee headquarters, the team figured out how to become even more productive and collaborative working from home. “I’ve tried to instill the idea with my team that all these challenges that you get hit with, COVID included, you need to find a way to turn them all into positives,” Martin says.



Innovative People Make Innovative Companies

40.9%

SAID RECRUITING GREAT TALENT IS THEIR NO. 1 FACTOR FOR INNOVATION.

TEAM BUILDING

Innovation depends heavily on research and development, creating strategic partnerships, and interfacing with customers. But the most important element, Inc. 5000 founders say, is getting the right people into your organization. That means constantly finding new ways to identify the talent you need. "We always grew organically in the past. We knew people. People knew us," says Richard Steinberg, founder of Nationwide Mortgage Bankers. "Now we're recruiting for the first time with strangers, which is a challenge for our business and a scary thing to do. But, as you grow, you have to look outside your inner circle."



Don't Call It a Crisis

“

**We've been more judicious
in our deployment of capital
for growth activities, and in
general are running our business
more efficiently. —FOUNDER OF
AN INC. 5000 IT SERVICES AND
INVESTMENT FIRM**

”

CHANGE ON THE FLY

The Covid-19 pandemic has caused widespread retrenchment among previously fast-growing businesses. Investment has slowed; deals have been scotched and hiring plans scaled back. But for some, the upheaval has been a blessing in disguise. If you embrace it as an opportunity to increase your company's agility, cut unnecessary spending, and rethink processes, you can emerge from the crisis stronger than you were before it.

The Rx for Growth is Customer Focus

This specialized pharmacy drives growth with service, new products, and partnerships

A topical nonaddictive, pain cream that can be used instead of opioids. Personalized hormone treatments delivered at a flat monthly rate, plus two-day free shipping. In spite of innovative offerings, Valor Compounding Pharmacy faces a barrier. “Not everyone knows what a compounding pharmacy does or how easy it is to work with us, including some doctors,” said Rick Niemi, Valor CEO. In the pharmacy world, compounding pharmacies are a minority. The U.S. has 56,000 community-based pharmacies, of which only 13 percent are compounding pharmacies.

Compounding pharmacies combine active and inactive ingredients to create new versions of medications for patients allergic to an ingredient, needing a different strength or dosage form, (e.g., liquid instead of pill) or for standard medications not commercially available. Valor’s approach makes it simple for patients and physicians to transfer and refill prescriptions and for medical offices to securely prescribe online and address a patient’s medical needs directly with a pharmacist.

Sharing that message on their website opened doors for Valor, and it’s part of the strategy to shift their customer market toward a 50/50 consumer/business mix, up from 25 percent consumer sales currently.

A DIFFERENT BUSINESS MODEL

“Pharmacies can operate like a fulfillment center,” Niemi said. “Valor changes that by being proactive on the health care team, not on the

sidelines.” The company compounds both sterile and non sterile medications and holds 10 state licenses with 13 pending, and they can ship most products across state lines.

“In the same way \$4 generics changed retail pharmacy sales, Valor is changing compounding, with 48-hour turnaround (versus five to seven days typically), free shipping, and fixed prices for many custom formulations,” Niemi said. Flat-rate pricing for bioidentical hormone replacement therapy for example, makes it easy for doctors too; they can tell patients the exact cost, rather writing a prescription not knowing the patient cost.

NEW PARTNERSHIPS AND MARKETS

Until recently, Valor hadn’t proactively marketed itself to the industry or to patients. Today, they are forging relationships with providers like Mindbloom, a mental health telemedicine company focused on alternative therapies. In addition to working with telehealth companies, Valor works with dermatologists, anti-aging doctors, weight-loss surgeons, sports and rehabilitation medicine specialists, and clinical researchers. And they’re now marketing to patients, with digital ads and information on their website.

“What’s remarkable about our story is that Valor made Inc.’s list of the 5000 fastest-growing private companies in America without external marketing efforts, and we are just getting started in that department,” Niemi said. Improving patient communications and making the process easier for patients and business customers drives trust and repeat business. They work closely on the doctor and institutional side to understand their needs and patient base, and that means offering something other pharmacies don’t, like access to a pharmacist during off-hours, like nights and weekends.

“We positioned ourselves for success from the inside out,” Niemi said. “Now we have the infrastructure needed to take on new business in different capacities and do it well.”



Transparency, Tech, and Trust Drive Growth

For this digital advertising agency, landing on the Inc. 100 takes technology, mindset, and the guts to do things differently



Most businesses aren't sure if their advertising is working. For retailers, especially, it is hard to know if online clicks are translating into in-store sales. Eric Grindley, founder and CEO of Esquire Advertising, a digital agency with innovative solutions custom built for retailers, is determined to change that.

Grindley founded Esquire as a full-service digital agency in 2012. As he leveraged advertising platforms on behalf of his clients, he was struck by the lack of transparency in the market. When Esquire entered the furniture and mattress space in 2016 with proprietary technology for improving customer understanding and driving in-store sales, retailers took notice—especially small businesses. The technology is unique. So is Esquire's mindset. The company ranks No. 56 on the Inc. 5000 list.

TECH THAT SOLVES REAL PROBLEMS

Esquire uses device targeting and geolocation services to reach specific audiences with personalized ads. The approach ensures retailers are connecting with consumers who are in-market, rather than bots or fraudsters. Esquire then matches the audience to in-store sales, so retailers, from hair salons to national chains, can tell if their advertising leads to authentic purchases. Esquire also aggregates mobile device data to enable clients to compare their store's foot traffic to the market, using a self-service platform.

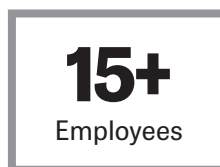
In 2019, Esquire rolled out a cooperative marketing solution to improve transparency for manufacturers, who often issue marketing rebates to stores based on how much they sell. Esquire's platform allows manufacturers and retailers to monitor ad spend and performance and tie advertising to in-store sales. The offering has been a huge growth

driver, with big brands signing on to test the program.

SMALL BUSINESS EXPERTISE

Today, more than 600 retail stores across the U.S. work with Esquire, including various Ashley Furniture HomeStores and many Tempur Sealy International retailers. But small businesses fuel the bulk of Esquire's growth. In a way, \$500 means more to a mom-and-pop shop than a million-dollar investment does to a corporation, because it could be the difference between making a mortgage payment or not, Grindley explains. So, they treat their clients' money like it was their own. To help clients, and all businesses, in these challenging times, Esquire is offering a free COVID-19 retail market analysis that uses hyper-targeting technology and advanced data analysis to help stores reopen, and advertise, smartly. With Esquire's help, many clients are actually seeing record in-store sales. "We're like a reverse disruptor in that we're helping to bring retail business back and showing retailers they can survive, grow, and even open more stores," Grindley says.

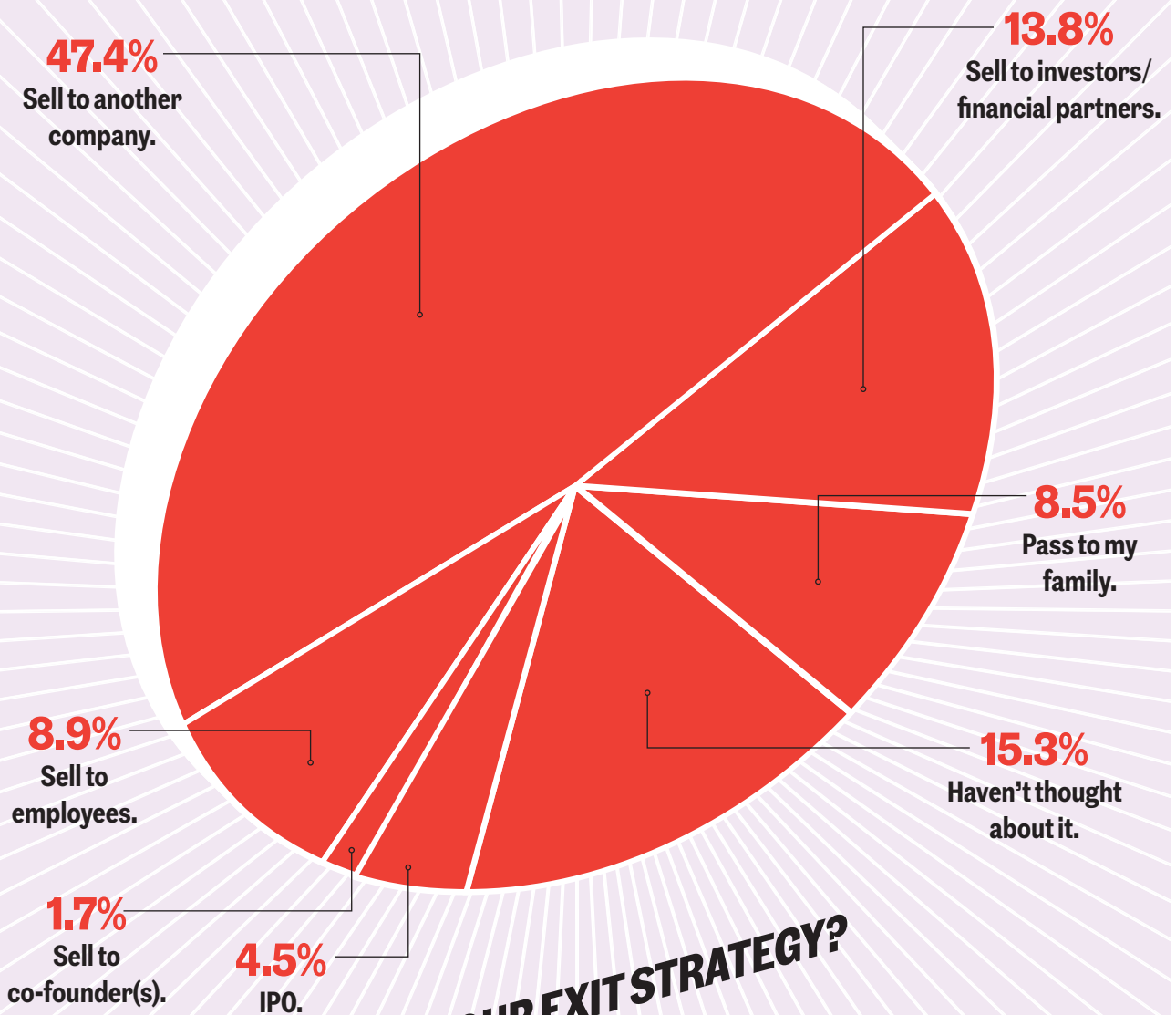
Esquire's client success leads to more referrals, and Grindley believes they will double, or even triple, revenue next year. But he still exercises a healthy dose of paranoia. "I always say, as an entrepreneur, if you are not constantly paranoid that today might be your last day, or that the business you just won might be your last new client, you are not working hard enough," he explains. This mindset has been as critical to the company's explosive growth as has proprietary technology and small business expertise.



esquire advertising

ESQUIREADVERTISING.COM

Prepare to Be Acquired

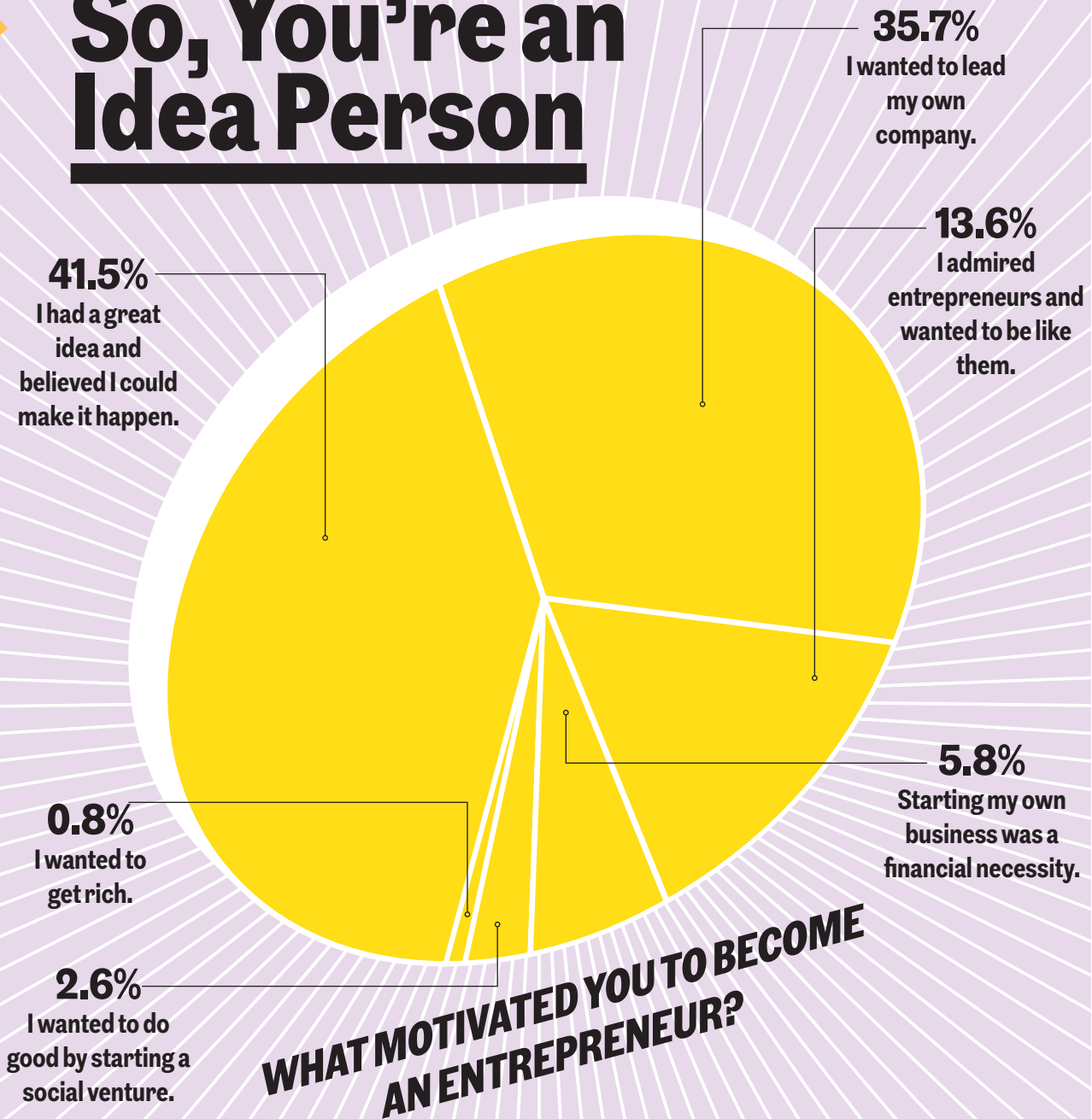


WHAT IS YOUR EXIT STRATEGY?

THE FINISH LINE

It's hard enough to plan for your company's next quarter, or even its next month. So how can you possibly begin to formulate an exit strategy? While it might seem far in the future, it's something you need to consider—and the earlier, the better. That's especially true if you have designs on pulling off a splashy (and lucrative) sale or IPO one day.

So, You're an Idea Person



WHAT MOTIVATED YOU TO BECOME AN ENTREPRENEUR?

FORGE YOUR OWN PATH

It's hard not to think about the potential riches that can come from starting a business, but that's not the primary reason most people take the leap. Whether you have a can't-miss business idea or just a burning desire to venture out on your own, eventually the pull may become too strong to ignore. When that happens, be ready to go all in, certain that you're fully committed to what you're getting yourself into. Or, as one Inc. 5000 founder puts it, "make persistence part of your DNA."

Small Town Agency, Big-Time Results

With higher sales and traffic, 93 percent of clients stick around for more than three years

Being a performance-based digital marketing agency puts pressure on Get Found First to deliver stellar results for its national client base. Fortunately, that pressure only fuels its drive to achieve.

Where the traditional agency model relies on clients regularly increasing their advertising spending, Get Found First aligns itself much closer to their clients. The team's goal is improving client outcomes through deep conversations and strategies devoted to revenue growth.

Part of the reason for the firm's success is that 84 percent of its employees are in a fulfillment role, totally focused on taking good care of its clients, explains Katie Harris, COO and managing partner.

Offering three core services—web design, pay-per-click advertising management, and search engine optimization—the agency focuses on helping its clients make more money. That's the team's number-one objective, and they do it well, Harris says.

A GOOGLE PREMIER PARTNER INVITATION

The company's track record has caught some high-profile attention. Google took notice and invited the firm to become a Premier Partner in its managed agency program. Based on its internal tactics, rising client satisfaction with Google ad results, and client retention, Get Found First got high marks across the board.

Inclusion in the Google Premier Partner program means that Get Found First is among the top one percent of online agencies worldwide. As part of the program, the firm now has access to proprietary Google ad strategies, reports, and growth tactics that 99 percent of firms do not.

"Google believed in us," Harris says. That's a source of pride for the Blackfoot, Idaho-based firm. "We believe that you can be in a small town and do big things," says Michael Johnson, CEO and managing partner.



SMALL TOWN COMPANY MAKES IT BIG

"Being in a small town really is an advantage," Johnson says. "We love that overhead is lower, which means our fees are lower, and we love the economic growth we've been able to bring to Southeast Idaho. For every job we create in Blackfoot, it's the equivalent of 25 jobs in Boise."

On the flip side, because of its more remote location, finding trained digital marketing professionals is a bit more challenging, though Johnson and Harris see that as a plus, too.

"Because we're located in rural Idaho, our hiring and training includes a customized, comprehensive teaching of digital marketing, from the very basics to the most advanced, cutting-edge tactics," Johnson says. That is, Get Found First employees don't have to unlearn other techniques they may have previously been taught. They can start from scratch and learn proprietary methods from the beginning.

Get Found First doesn't just serve its clientele, it partners with them, which is what is driving the firm's success and led to its inclusion on this year's Inc. 5000 list.

"We are completely invested in elevating the companies we work with," Harris says. "I think that joint goal is established early in the relationship, which allows us to work more as partners than as vendors, which only compounds the growth our clients can achieve."



Advertising for the Greater Good

With technology and a sense of purpose, this advertising agency has grown by more than 2,000 percent, while helping half a million people

X Social Media (XSM) isn't like other marketing agencies. Sure, it delivers cost-effective results for clients at scale. But its real purpose is to help abuse survivors and victims of corporate greed find justice by connecting them to relevant civil lawsuits called mass torts. Since 2015, XSM has used Facebook and Instagram advertising to connect more than 500,000 people to legal representation across a range of injustices. XSM fights to end racial discrimination, sexual abuse, human trafficking, and injuries caused by prescription drugs and manufactured devices by holding companies and people accountable for their actions.

Founder and CEO Jacob Malherbe was inspired to start the firm after he successfully used digital media to make a difference after the BP oil spill. Today, XSM is Inc.'s 159th fastest-growing business with a 2,429 percent three-year growth rate. The driver, says Malherbe, is their mission.

A HISTORY OF HELPING

Malherbe believes it was divine timing that he moved to the Gulf of Mexico six months before the BP oil spill of 2010. He was busy running a successful business, but he felt compelled to help his neighbors who had lost everything. He set up a blog with advice for victims. As an immigrant from Denmark, he knew his writing wasn't perfect. But the content was useful, and the blog took off. Law firms from big cities took notice, but he chose to connect readers with local lawyers he trusted.

The experience gave Malherbe and his wife, Roseanna—now XSM's COO—the idea for the business. Malherbe notes their solution is four to five times cheaper than TV

advertising because they can target so precisely on Facebook and Instagram. They also screen people who click on the ads before connecting them with a law firm and continually invest in technology that improves lead-conversion rates.

WHEN PURPOSE AND OPPORTUNITY OVERLAP

XSM doesn't rely on traditional business development; instead, new clients come to them. They post campaign performance on their website monthly, maintaining full transparency. The results speak for themselves. For example, in under four months, XSM connected 60,000 people affected by the opioid crisis to law firms pursuing civil action. Examples such as these explain the firm's \$52 million in 2019 revenue.

But Malherbe's most proud of making a difference. "Not only do we help victims; these lawsuits also stop the bad actions and actors." The chance to make a difference attracts a diverse team of employees, says Managing Director Lucas Gerler. He shelved the agency he founded to join XSM because he liked its higher purpose and recognized Malherbe and Roseanna's sincere passion. "I think our whole team is really happy to use our skill sets to help people while doing what we love," Gerler explains.

Malherbe advises fellow entrepreneurs to seek opportunities that help others while delivering real value for clients. He adds it is easy to get wrapped up in making money fast, but it is more important, and fulfilling, to drive positive change. If it is a good idea and it helps others, success will follow.



Co-Founders,
Jacob Malherbe and
RoseAnna Malherbe

XSOCIALMEDIA.COM



19
Employees



\$52+
million
2019 Revenue



Staying the Course, Even in Turbulent Times



In my experience, the hardest thing about being a founder is the peaks and valleys of motivation that one experiences.

I regret not pushing harder at times. I regret times when I was complacent and content with mediocre results. Self-discipline is an absolute must-have for a founder who wants to build something that lasts. —FOUNDER OF AN INC. 5000 STAFFING AGENCY



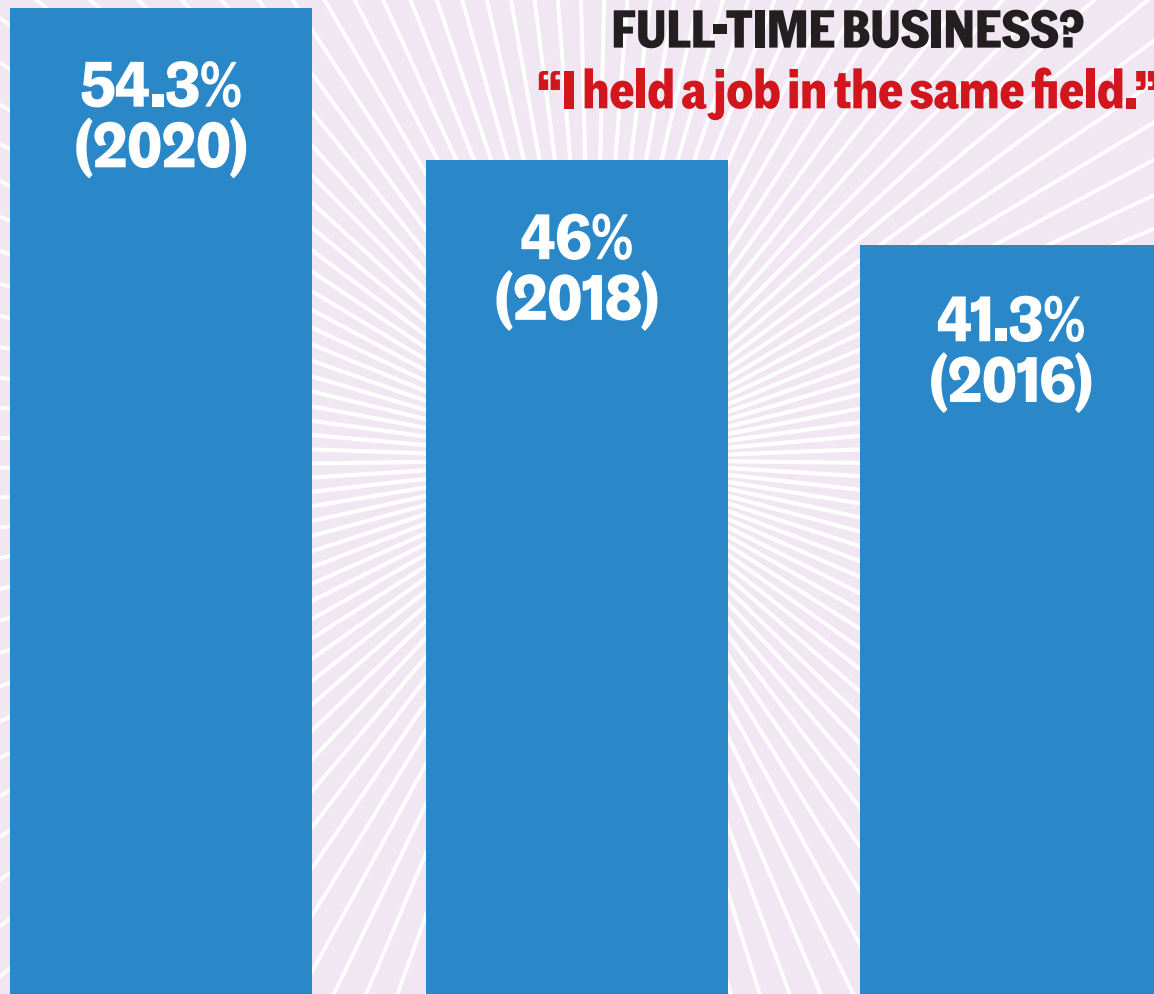
MAINTAIN FOCUS

Even if your inspiration flags sometimes, that doesn't mean your workload will. In those instances, you need to find an outlet that helps you keep pushing forward. It might be a new exercise regimen, a cooking class, or a session with a mentor. Whatever it takes for you to return to (and stay at) optimum productivity, take advantage of it as soon as you can. There's nothing wrong with reaching out to others for help, but when it comes to your business, it's on you to initiate.

Lean on Your Experience

WHAT DID YOU DO BEFORE YOU STARTED YOUR FIRST FULL-TIME BUSINESS?

“I held a job in the same field.”



LAYING THE GROUNDWORK

When it comes to launching a new venture, there's no substitute for experience. Fast-growing companies increasingly are led by executives who acquired expertise at an established business in the same industry. Making the move can be difficult, but knowing you have a solid idea and connections can provide a critical confidence boost.

Growth, Powered by People

With a large engineering staff and office amenities to rival a major tech firm's, this pest control business is seeing explosive growth

The founders of Aptive Environmental

had a bold aspiration: to become the largest residential pest control company in the United States. Just four years after the company's launch, it proved to be a serious competitor for the title by taking the No. 7 spot on *Pest Control Technology's* Top 100 list for 2019. If one company on the list that does commercial business exclusively were eliminated, Aptive would be No. 6 in the residential market, notes Co-Founder and CEO Vess Pearson. With 43 branch locations, the company's workforce more than tripled between 2016 and 2019.

From the start, Pearson and his business partner, David Royce, were determined to make Aptive Environmental extraordinary. "We brought a white-collar approach to a blue-collar industry," he says.

WOW CUSTOMERS AND WORKERS

Pearson says Aptive Environmental's Provo, Utah, headquarters has a "Silicon Slope" vibe, and that's deliberate. The company employs a team of about 40 software engineers—an unusual staffing decision for a pest control company—and it has invested heavily in technology to enhance its sales, efficiency, and customer experience. Aptive also uses a data-informed system for acquiring and nurturing customers.

If the aim in managing those relationships is to "wow and genuinely delight" their customers, as Pearson puts it, the work environment at headquarters is designed to do the same for their employees. The amenities include an NCAA-size basketball court, a golf simulator, a movie room, and the occasional happy hour catered by local food trucks. Famous people like Marcus Luttrell,

the former Navy SEAL, and Alex Honnold, the only rock climber to complete a free solo ascent of Yosemite's El Capitan, have been flown in for corporate events. Pearson and Royce have put millions into an incentive program for Aptive's salesforce, and about 20 percent of the company is employee-owned.

PEOPLE ENABLE GROWTH

Beyond the financial perks and the cool place to work, Pearson says what keeps employees at Aptive—despite some competitors' attempts to hire them away—is the excitement of being part of a company that is constantly innovating and growing.

Pearson and Royce have built and sold other pest control companies together, but they decided that this time they were in it for the long haul. They used their own cash to start up the business and have funded its rapid growth by reinvesting its profits. They've been strategic about planning to ensure they have adequate resources to achieve their ambitious goals. "It's something that you've really got to think through, because explosive growth is fun, but it's certainly not cheap," Pearson says.

The executive team, sales leaders, and branch managers have stayed with the business partners through several ventures, and others have joined them at Aptive as the business has expanded. Pearson says the lion's share of credit for the company's success belongs to its people.

"You only grow because of your people," he says. "We could never have done what we've done had we not had amazing people around us who believed in us, and us in them."



Co-Founder & CEO of
Aptive Environmental,
Vess Pearson

GOAPTIVE.COM

The logo for Aptive Environmental, featuring the word "aptive" in a lowercase, green, sans-serif font.A circular graphic with a black border. Inside, the text "2020 Ranking" is in black, and "1022" is in a large, bold, red font.

845
Employees

A circular graphic with a thick red border. Inside, the text "453%" is in a large, bold, black font, and "2020 Growth Rate" is in a smaller black font below it.

\$206
million
2019 Revenue

How Vertical Integration Gave One Marketing Company the Edge

An all-in-one approach led this digital marketing company to earn \$300 million last year

When a Boston-based plumber hit his highest revenue two years in a row, Scorpion's Chief Marketing Officer Corey Quinn knew his company was doing its job. The Boston plumbing business was just one of thousands that broke sales and revenue records with the marketing and technology company's help. With 850 employees, and offices in California, New York, and Texas, Scorpion continues to focus on local service businesses like law firms, medical offices, and plumbers.

Scorpion's marketing solution, built on its own best-in-class software, includes website, reputation management, digital advertising, email marketing, chat, location-based search, social media, scheduling, and SEO.

Small businesses are big business for Scorpion. California alone, for example, has four million small companies, making up 99.8 percent of all the Golden State's businesses. Small businesses employ nearly half of the state's workers.

Since Scorpion's start in 2001, founder and CEO Rustin Kretz and his staff have always responded to market needs, and they are currently offering a platform that allows all of a company's digital marketing to be managed in one solution. "You don't see a lot of 19-year-old businesses growing as rapidly as we are now, with the same founder at the helm," Quinn says.



\$300
million
2019 Revenue



779
Employees



CONSOLIDATING MARKETING SOLUTIONS AND VERTICAL INTEGRATION

Another growth driver is their all-in-one approach. "A lot of local service-based businesses work with an average of five vendors to market their companies," Quinn says. "Managing all these vendors results in business owners wasting a lot of time and money."

Scorpion also drives success by organizing each industry vertical (and even sub-vertical) as its own business unit with dedicated sales, marketing, and account management teams. "That allows us to really understand the nuances and challenges of being a criminal defense attorney versus a family law attorney," Quinn says. "We believe that our company culture, business unit strategy, and the technology we've built in house have enabled us to scale up to more than 15,000 clients."

FOCUS ON THE CUSTOMER

Scorpion retains customers by building trust and by being results-oriented and "tenacious doers," Quinn says. They want each client to feel they are the only client. They start with an extensive onboarding process, getting to know the customer's unique attributes and branding. Most incoming clients have out-of-date websites that don't represent their business's quality. "Future customers go to their site and make an association between the site quality and the service quality," Quinn says. Scorpion has won almost 1,000 design awards for client websites.

Because of their approach, it's common for clients to stay with Scorpion five or more years. "As an insider, we sometimes know their industry better than they do. They are a practitioner of the law or of medicine," Quinn says. "They didn't train to be a marketer." In using Scorpion's solution, they get the results they need, so they can do what they do best: their chosen profession.

Design for Upward Mobility

Formal leadership-development program.

31.4%

Employee career planning.

29.5%

Employee development for different jobs or responsibilities.

53.9%

Mentorship program.

42%

Cross-training.

59.4%

Tuition reimbursement.

30.8%

Outside training.

57.8%


Other.

6.1%

WHAT EMPLOYEE-DEVELOPMENT PROGRAMS DOES YOUR COMPANY OFFER?

EVERYBODY WINS

The beauty of a well-executed employee-development program is that it doesn't benefit just employees. Grooming them for other positions within your company, or even to become valuable business associates in the future, will create loyalty among your workers that will greatly benefit the business as well.



Great Workplaces Have Mentors Who Care About Workers

88%

ACTIVELY MENTOR MEMBERS OF THEIR TEAM.

AN OPEN BOOK

Mentorship is one of the hallmarks of an effective company. Successful entrepreneurs overwhelmingly embrace the responsibility of offering professional assistance to their junior employees. For many, that's because they've experienced the benefits of such relationships firsthand: More than half the founders on the Inc. 5000 have a mentor.

This Boutique Firm Helps Clients Mine Their Intellectual Property Gold

Spotting a void in law firms' traditional approach to patent clients, this legal entrepreneur jumped in to fill it

The word “can’t” is rarely heard at Caldwell Intellectual Property Law. When technology leaders and startups need to develop IP to accomplish business objectives, they turn to Caldwell as their trusted partner. Caldwell has garnered a reputation as battlefield experts. Team members are encouraged to pursue every possible avenue to achieve the desired outcome. However, founder and managing partner Keegan Caldwell asks that they never use what he calls the “A” word.

“A” signifies “abandonment” of a patent application. The blanket ban on its use reflects Caldwell’s commitment to helping clients maximize IP portfolio value through monetization that delivers measurable ROI. In an industry with an average success rate of 74 percent, Caldwell boasts a 98.6 percent allowance (approval) rate on patent applications for its clients.

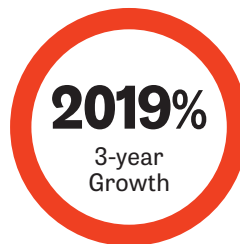
FILLING A COLLABORATIVE VACUUM

Caldwell launched the firm in Burlington, Vermont, in 2016, after spotting an unmet need in the marketplace. “I noticed many businesses were not getting the IP advice they really needed,” he says. “IP law firms were insufficiently collaborative. They might get patent allowances for their clients, but that’s just one piece of the puzzle. Patents must be strategic business assets if holders are going to realize a return on their investment.”

Caldwell’s firm takes a collaborative approach with clients, educating them about how their IP fits in with their overall business strategy and helping them tailor and monetize their IP portfolios. Proof of concept came with the very first client, a company looking to develop a patent portfolio that would be sold as part of a larger business deal. Within six months, Caldwell put



3
locations
4th opening 2021



98.6%
Patent
Allowance
Rate



Keegan Caldwell (back center), founder & managing partner, and the Boston team

together a portfolio that helped drive a nine-figure deal for the client.

“That was a big win for us right out of the box,” Caldwell says. “More importantly, it solidified our mindset that we always need to have a targeted value for every patent we procure for a client. There are many paths to monetization—licensing, litigation, asset sales, and more. We educate our clients about them and why it’s important to preserve all options for monetization of their patents down the road.”

WINNING WITH A TEAM-FIRST CULTURE

Over the past four years, Caldwell Intellectual Property Law has grown into a boutique firm with a team of dedicated attorneys, patent agents, technical specialists, and support staff in three U.S. offices. It fosters a team-first culture that reflects the collaborative transparency with clients that underlies its core strategy. Its first international office will open in London next year.

“Winning is what it’s all about—for us and for our clients,” Caldwell says. “We’ve come up with a way to convert innovation to success for our clients, and our approach is clearly working. Really, we are just grateful to get to do what we love.”

Embracing Risk Pays Off for this Specialized IT Services Provider

A niche focus, thoughtful approach, and family-like feel fuel fast growth for this D.C.-area IT services provider

2020
Ranking
1957

#94
IT Management
Category

216%
3-Year
Growth

15
Full-Time
Employees



Cyber threats against the U.S. increase in frequency, scope, and sophistication every year. In addition to targeting the government, cybercriminals attack the supply chain, including government contractors. To protect national security, the U.S. is rolling out more stringent requirements of its partners. For many government contractors, implementing these requirements correctly is challenging, explains Bill Wootton, co-founder and president, C3 Integrated Solutions, a full-service information technology (IT) provider that specializes in supporting the U.S. Defense Industrial Base through cloud-based solutions and industry-leading partners.

C3's niche expertise, consultative approach, and family-like culture has enabled exponential growth, securing the business the No. 1,957 spot on the Inc. 5000 list of America's fastest-growing companies. While C3's success is undeniable, entering the IT space in 2012 was a risk for the business, which was a telecommunications company at the time. C3's journey reminds entrepreneurs that risk-taking pays off—if you have the right people and approach to provide differentiated value to your clients.

IN SERVICE OF CLIENTS

Wootton founded C3 in 2008 with Co-Founder and EVP Kevin Lucier, but they drifted at first, in search of their “true calling.” Wootton and Lucier recognized government contractors' growing need for cybersecurity support, but government IT is a complicated business. To pivot, they would need specialized talent. So, they brought in experienced information technology experts James Lucier and Jason Tierney as partners to help build and execute the shift in strategy.

The C3 Team is a certified Microsoft partner, and they are experts in implementing Microsoft government cloud and commercial solutions. But C3's biggest differentiator may be

its emphasis on client education. “I often say in a meeting, this isn't my system—it is yours—and I want you to know how to run it,” says Tierney. C3 wants clients to understand government requirements and the importance of their IT investments. They also respect clients' internal IT teams and existing processes. “It gives clients comfort to know we are going to bring them along, explain things, and do what we can to help them grow, as an individual or an organization,” Tierney says.

WHY SHOULDN'T IT BE FUN?

It takes more than IT skills to provide the level of service C3 offers. When hiring, they look for people with strong character and customer-service skills. The company has a true family feel, and COVID-19 actually brought the team closer together through virtual happy hours and creative incentives. To celebrate reaching their summer operations goal, the team enjoyed a BBQ feast from a popular local restaurant. The company also made “C3 intern” t-shirts for employees' children in case kids wander into frame on a video call.

Clients appreciate C3's upbeat attitude, white-glove service, and IT expertise. The company plans to roll out new offerings that further expand the Microsoft suite, meeting the needs of both government contractors and commercial clients.

C3ISIT.COM



Left to right: James Lucier, Bill Wootton, Kevin Lucier, Jason Tierney



Diversity Breeds Innovation

“

We've chosen to take this opportunity to lead. We have made Juneteenth a holiday, have increased recruiting at HBCUs, and have created a new philanthropic partnership with Black Code Collective to ensure we're recruiting a diversity of candidates and supporting the industry. —FOUNDER OF AN INC. 5000 CONSULTING SERVICES FIRM

”

RETHINKING RECRUITING

Conventional efforts to improve diversity hiring practices are mere table stakes for businesses today. Creating a truly diverse and inclusive workplace requires a full-on, top-down reimagining of your company's mission, rules, and culture. Those who neglect this critical aspect of their business are destined to be left behind by competitors—and everybody else.