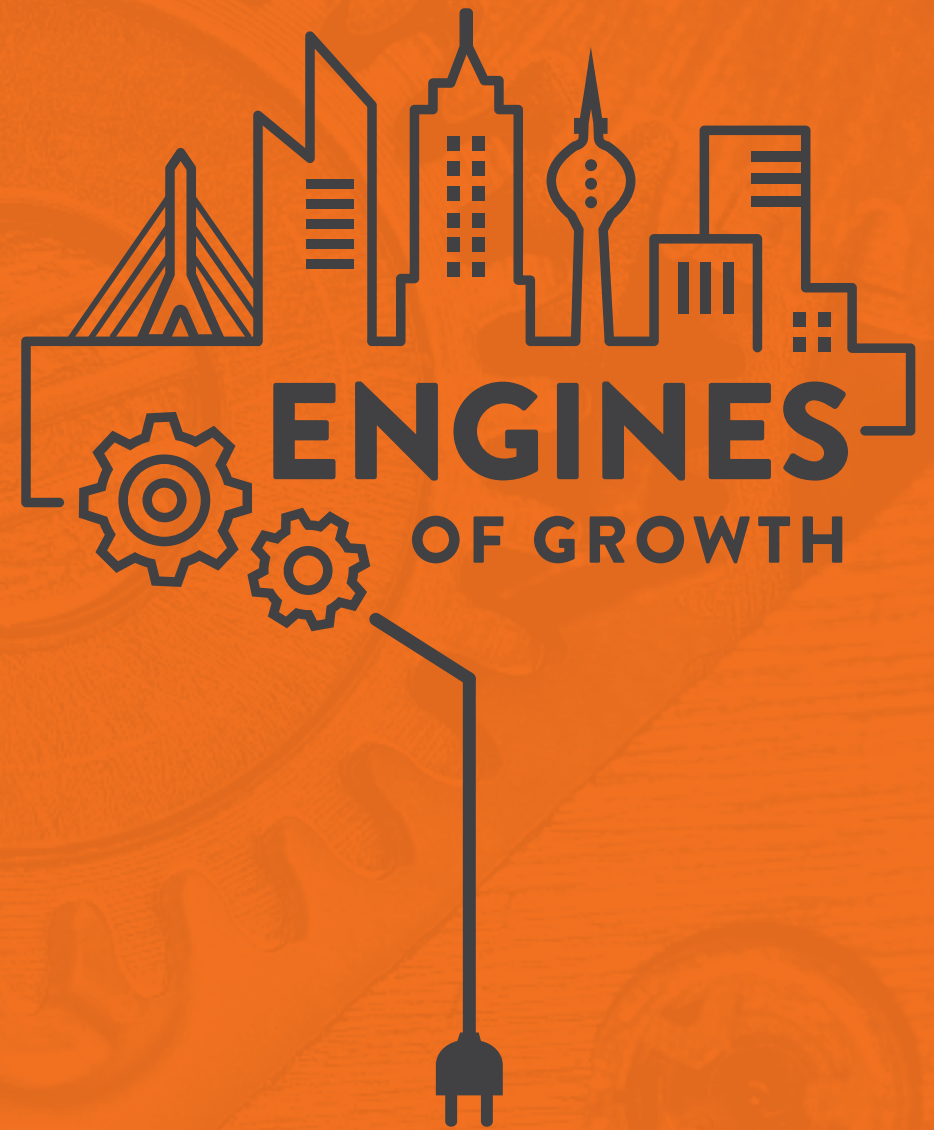


ICIC'S MISSION is to drive economic prosperity in America's inner cities through private sector investment to create jobs, income and wealth for local residents

INNER CITY 100



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2015 INNER CITY 100

WELCOME



Dear Friends and Colleagues,

On behalf of the ICIC team and our Board of Directors, I want to welcome you to the 2015 Inner City 100 Conference & Awards.

The Inner City 100 is a distinguished collection of the fastest-growing businesses located in America's inner cities. Each year, ICIC works with a national network of nominating partners to identify, rank and spotlight these rapidly-growing urban businesses. The top 100 – determined by revenue growth – are honored annually at this event and the list is published by *FORTUNE*. These entrepreneurs are strong community leaders and industry game changers. Their businesses are critical drivers of economic development and job creation. Together, they demonstrate the competitive advantages of doing business in our inner cities. During the last 16 years, we are proud to have recognized more than 800 companies which together have created 123,000 jobs!

Inspired by this group of leaders, the 2015 Inner City 100 Conference & Awards gathers top academics and industry experts to discuss and celebrate business growth. Throughout the day, you will have an opportunity to network with these business leaders and hear their stories. You will evaluate management cases with Harvard Business School professors, and consider smart connected products during a keynote address by ICIC's founder and Chairman, Dr. Michael E. Porter. You will then join us for the Inner City 100 awards ceremony at which the 2015 Inner City 100 list will be revealed.

Whether you are a member of this year's list of 100, a finalist, valued sponsor, nominating partner, or friend of ICIC, we are thrilled to have you join us here at Columbia Point in Boston. We look forward to collaborating with you and hope you enjoy this symposium and our celebration of growth.

Best wishes,

Steve Grossman, CEO

AGENDA



WEDNESDAY, OCTOBER 7, 2015

8:00 A.M. – 7:30 P.M.

3,755



Shuttles will be provided between the Hilton Back Bay Hotel and University of Massachusetts, Boston

8:00 A.M. – 2:30 P.M. University of Massachusetts, Boston

3:00 P.M. – 7:30 P.M. John F. Kennedy Presidential Library and Museum

UNIVERSITY OF MASSACHUSETTS, BOSTON CAMPUS CENTER

8:00 – 8:30 A.M.

Registration
First Floor Terrace
(one level up from Entrance Level)

8:30 – 9:30 A.M.

Breakfast and Welcome
Ballroom BC, Third Floor

Charlie Baker, Governor,
State of Massachusetts

J. Keith Motley, Chancellor,
University of Massachusetts, Boston

9:30 – 9:45 A.M. **BREAK**

9:45 – 10:45 A.M.

Choice of two concurrent sessions exploring **Leadership**

A DELIVERING EXTRAORDINARY RESULTS FROM ORDINARY PEOPLE

Room 3540, Third Floor

Frances Frei, Professor and Senior Associate Dean, Harvard Business School

The case *Oberoi Hotels: Train Whistle in the Tiger Reserve* considers the challenge of how the luxury Oberoi Hotels, an organization with a standardized service model, can repeatedly delight customers whose expectations grow with every interaction. To explore this question, the case details the design elements of Oberoi's complex service operation, including its approaches to employee management and continuous improvement, as well as the dynamics of service competition in a rapidly growing market.

Pre-reading of the case study is required for this session

B MEGHAN VERENA JOYCE, GENERAL MANAGER OF UBER EAST COAST

Ballroom A, Third Floor

Meghan Verena Joyce, General Manager, Uber East Coast

Meghan oversees Uber operations in cities such as Boston, Washington D.C., Atlanta, and Philadelphia. During this session, she will discuss Uber's impact in urban communities.

10:45 – 11:00 A.M. **BREAK**

11:00 – 12:00 P.M.

Choice of two concurrent sessions exploring **Company Culture**

A PIONEERING THE MAKER ECONOMY AT THE GROMMET: SMALL BUSINESS CULTURE, BIG BUSINESS SUCCESS

Room 3540, Third Floor

Lynda Applegate, Professor,
Harvard Business School

Jules Pieri, Co-Founder and CEO,
The Grommet

Joanne Domeniconi, Co-Founder and
Chief Discovery Officer, The Grommet

The Grommet, an online product launch platform, was at the brink of scaling its business. The Grommet's daily launch and sale of innovative consumer products had led to its initial success. In 2014, the company launched The Grommet Wholesale, a similar platform targeting retailers. Was this the best way to capture more of the value the company created for makers? Lynda Applegate will lead a discussion guided by these questions, and focused on The Grommet case study.

Pre-reading of the case study is required for this session

B FROM RECEPTIONIST TO CEO: LESSONS ON COMPANY CULTURE FROM A REMARKABLE BUSINESS JOURNEY

Karen Kaplan, CEO, Hill Holliday

Moderator: Peter Carbonara,
Deputy Editor, Forbes Magazine

Karen started work at Hill Holliday as a receptionist in 1982, intending to work there briefly while saving money for law school. Instead, she stayed at the company in roles with progressively more responsibility, until she was named Chairman and CEO three decades later. Widely recognized as one of the most influential women in advertising, Kaplan will share insights from her personal and professional journey on how to build a company culture that empowers employees and drives sustainable growth.

12:00 – 12:15 P.M. **BREAK**

AGENDA



WEDNESDAY, OCTOBER 7, 2015

8:00 A.M. – 7:30 P.M.

Shuttles will be provided between the Hilton Back Bay Hotel and University of Massachusetts, Boston

8:00 A.M. – 2:30 P.M. University of Massachusetts, Boston

3:00 P.M. – 7:30 P.M. John F. Kennedy Presidential Library and Museum

12:15 – 1:15 P.M.

Luncheon

Ballroom BC, Third Floor

12:15 – 12:45 P.M.

MARCIA LAMB INNER CITY INNOVATION AWARD PRESENTATION AND VIDEO

Entrepreneur **Sal Lupoli** of the Lupoli Companies will be recognized for his contributions to the business and economic development of Lawrence, MA.

12:45 – 1:15 P.M.

KEYNOTE

Jim Koch, Co-Founder and Chairman, Boston Beer Company

Jim will deliver keynote remarks on how he transformed a family hobby into one of America's top craft breweries.

1:15 – 1:30 P.M. BREAK

1:30 – 2:30 P.M.

Choice of two concurrent sessions exploring **Innovation**

A DROPBOX:

A DISRUPTOR GROWS UP

Room 3540, Third Floor

Tom Eisenmann, Professor, Harvard Business School

Dropbox is a venture-backed Silicon Valley startup, founded in 2006, that provides online storage and backup services to millions of customers using a “freemium” (free + premium offers) business model. The case *Dropbox: It Just Works* recounts Dropbox's history from conception through mid-2010, when founder/CEO Drew Houston must make strategic decisions about new product features, how to target enterprise customers, and whether to pursue distribution deals with smartphone manufacturers.

Pre-reading of the case study is required for this session

CREATED OVER

120,000 JOBS



B INNER CITY 100 ALUMNI PANEL: RETHINKING TRADITIONAL INDUSTRIES

Ballroom A, Third Floor

Moderator: **Shira Goodman**, President, North American Commercial, Staples

Panelists:

Antwanye Ford, CEO, Enlightened

Tom Gimbel, CEO, La Salle Network

Angela Tsay, CEO, Oaklandish

Jason Weedon, CEO and Co-Founder, Gourmet Gorilla

The CEOs of four companies that have appeared repeatedly on the Inner City 100 list will come together to discuss how their businesses have managed not only to survive but to thrive in a frequently “disrupted” economy, sustaining formidable growth rates while constantly evolving.

2:30 – 3:00 P.M. BREAK

ATTENDEES WILL MOVE ACROSS THE STREET VIA SHUTTLE OR BY FOOT TO JOHN F. KENNEDY PRESIDENTIAL LIBRARY AND MUSEUM



AGENDA



WEDNESDAY, OCTOBER 7, 2015

8:00 A.M. – 7:30 P.M.

Shuttles will depart John F. Kennedy Presidential Library and Museum at 7:30 P.M. to return to the Hilton Back Bay Hotel

JOHN F. KENNEDY
PRESIDENTIAL LIBRARY
AND MUSEUM

3:00 – 4:15 P.M.

KEYNOTE
HOW SMART, CONNECTED
PRODUCTS ARE TRANSFORMING
COMPETITION AND COMPANIES

Smith Hall

Michael E. Porter,
Harvard Business School

4:15 – 4:30 P.M. BREAK

4:30 – 5:45 P.M.

ENGINES OF GROWTH:
INNER CITY 100
AWARD PRESENTATION

Smith Hall

A multimedia program will celebrate this year's Inner City 100 winners and reveal the full 2015 rankings. ICIC will also announce the winners of two special awards, the Staples Business Growth Award and the Chevron Dorothy A. Terrell Community Impact Award.



6:00 – 7:30 P.M.

CLOSING RECEPTION

The Museum Pavilion

Attendees will have the chance to network, enjoy cocktails and appetizers, and explore the JFK museum exhibits.

FEATURED SPEAKERS AND BREAKOUT SESSION LEADERS

LYNDA M. APPEGATE, Harvard Business School Lynda Applegate is the Sarofim-Rock Professor of Business Administration at HBS and the Faculty Chair of the HBS Business Owner Portfolio of executive programs. Since joining the HBS faculty over 25 years ago, Professor Applegate has served as the head of the Entrepreneurial Management Unit, head of Field Based Learning, and of the MBA program. Lynda's current research focuses on the challenges of building new ventures and leading radical business innovation in the face of significant industry, technological, capital market, and regulatory turbulence.



Lynda M. Applegate
@HarvardHBS

THE HONORABLE CHARLIE BAKER, Governor of the Commonwealth of Massachusetts Elected in November of 2014, Charlie Baker is the 72nd Governor of the Commonwealth of Massachusetts. Governor Baker's arrival in the Corner Office continues a long, successful career in both the private sector and public service. Over the course of his career, Governor Baker has been a highly successful leader of complex organizations in business and in government. As a cabinet secretary under Governors William Weld and Paul Cellucci, Baker helped lead efforts to reform and modernize state government. During his time as Chief Executive Officer of Harvard Pilgrim Health Care, Baker turned a company on the brink of bankruptcy into the nation's highest ranked health care provider for six straight years.



Governor Charlie Baker
@MassGovernor

PETER CARBONARA, Deputy Editor, Forbes Peter Carbonara is a deputy editor at *Forbes*, where he covers entrepreneurship and small business. His work has appeared in *Fortune*, *Business Week*, *The New York Times*, *Salon*, *Money*, *Fast Company*, *Inc.*, *The Boston Phoenix*, *The American Lawyer*, *Barron's*, *Men's Health*, *Popular Science*, *CNBC.com* and *Vegas Magazine*. He's also a producer for Court TV and a reporter for PBS's *Frontline* series.



Peter Carbonara
@PeterCarbonara
@Forbes

SPEAKERS & SESSION LEADERS

JOANNE DOMENICONI, Co-Founder and Chief Discovery Officer,

The Grommet Before co-founding the groundbreaking product-launch platform The Grommet, Joanne Domeniconi gained extensive experience creating and launching consumer products. She spent over 20 years at Stride Rite Corporation where, as Vice President of Product Development her career culminated in a company turnaround, achieving a record \$385mm business in a single year and 11 straight quarters of improving sales and profitability. Joanne loves building things in a team setting and thrives in fast paced, creative environments.



Joanne Domeniconi
@jdomeniconi
@TheGrommet

THOMAS R. EISENMANN, Harvard Business School

Tom Eisenmann is the Howard H. Stevenson Professor of Business Administration at the Harvard Business School and Faculty of the HBS Rock Center for Entrepreneurship. He studies the launch and scaling of new ventures, and has served as course head of *The Entrepreneurial Manager*, taught to all 900 first-year MBA students. He spent eleven years as a management consultant at McKinsey & Company, where he was co-head of the Media and Entertainment Practice.



Thomas R. Eisenmann
@teisenmann

ANTWANYE FORD, Co-Founder and CEO, Enlightened, Inc.

Antwanye Ford is the co-founder and CEO of Enlightened Inc., an award-winning IT consulting firm that provides Cyber Security, Systems Integration and Management Consulting services to clients including the US Navy, US Army, OPM, and State Agencies across the country. At Enlightened, Mr. Ford's responsibilities include Corporate Vision, Strategy Planning, Business Development, and Corporate Innovation. Prior to founding Enlightened, Mr. Ford served as Director for the Applications Support Organization at INTEL-SAT, the world's largest provider of satellite communications. In addition to his leadership of Enlightened, Mr. Ford currently serves on the Boards of Directors for the US Black Chambers Inc., the DC Chamber of Commerce (former Board Chair), On-Ramps to Careers (Board Chair), Downtown Clusters Geriatric Center, and Archbishop Carroll High School President's Council.



Antwanye Ford
@AFord1248
@Enlightened_Inc

FRANCES X. FREI, Harvard Business School

Frances Frei is a Professor in the Technology and Operations Management Unit at Harvard Business School and the Senior Associate Dean of Faculty Planning and Recruiting. She is the best-selling author of *Uncommon Service: How to Win by Putting Customers at the Core of Your Business*. Her research examines how organizations can build service models that reliably deliver excellence. Professor Frei has received the HBS Student Association Faculty Award for teaching excellence on multiple occasions.



Frances X. Frei
@HarvardHBS

SPEAKERS & SESSION LEADERS

TOM GIMBEL, Founder and CEO, LaSalle Network

Tom Gimbel is the founder and CEO of LaSalle Network, a staffing and recruiting firm based in Chicago. Founded in 1998, LaSalle has served thousands of clients and candidates, placing job seekers in temporary, temporary-to-permanent and permanent positions. Prior to starting LaSalle Network, Gimbel spent several years in sales and marketing at both national and local service organizations. At 26 years old, Gimbel left his employer to create the first Chicago firm to offer employment solutions to the accounting and finance professionals. Today, LaSalle Network has four offices and business units specializing in accounting & finance, technology, administrative, call center, human resources, marketing and executive search.



Tom Gimbel
@TomGimbel
@LaSalleNetwork

SHIRA GOODMAN, President, Staples North American Commercial

Shira Goodman is President of Staples North American Commercial responsible for Staples Advantage, which serves medium-sized to Fortune 1000 businesses, and Quill.com, which serves small to medium-sized businesses. In addition, she is head of the company's supply chain and customer service operations in North America. Shira joined Staples in 1992 and has served in a number of leadership roles across the company. She was most recently Executive Vice President of Staples Global Growth group, responsible for identifying and developing new sources of growth and driving Staples best growth ideas across the company. Shira came to Staples from Bain and Company where she was a Manager. Staples was one of her clients and she helped develop the strategy to launch Staples' catalog business.



Shira Goodman
@Staples

STEVE GROSSMAN, CEO, ICIC

As CEO of ICIC, Steve is focused on setting ICIC's strategic direction, leading the organization through a period of rapid growth and extending ICIC's national visibility and brand. He directs ICIC's efforts to secure new partners and drive private sector engagement and investment. Prior to joining ICIC, Steve was elected Treasurer of Massachusetts in 2010 and served in that position from 2011 until 2015. Prior to taking office, Steve served for 35 years as President of Grossman Marketing Group, a fourth-generation marketing communications firm started by his grandfather. Steve has been an active leader in many civic, philanthropic and political organizations. Steve graduated from Princeton University and Harvard Business School where he was a Baker Scholar.



Steve Grossman
@icicorg

SPEAKERS & SESSION LEADERS

MEGAN VERENA JOYCE, General Manager, Uber East Coast

Meghan Verena Joyce is the General Manager for Uber East Coast, where she oversees operations in cities such as Boston, Washington D.C., Atlanta, and Philadelphia. She previously served as General Manager of Uber Boston. Before joining Uber, Meghan worked as a Senior Policy Advisor at the United States Treasury, specializing in financial crisis recovery and federal agency operations. Meghan also worked at Bain Capital, where she focused on tech, media, and telecom investments and strategy for several portfolio companies, including Burlington Coat Factory, Toys “R” Us, and Clear Channel. Meghan began her career as a consultant at Bain & Company. She is a graduate of Harvard College and Harvard Business School.



Megan Verena Joyce
@MeghanVJoyce
@Uber

KAREN KAPLAN, Chairman and CEO, Hill Holliday Karen Kaplan has consistently epitomized what makes Hill Holliday great — energy, optimism, passion, smarts, and loyalty. Not to mention a healthy dose of scrappiness. That’s how she went from being the receptionist in 1982 to being named Chairman and CEO. A driving force behind Hill Holliday’s growth to more than \$1 billion in annual billings, she’s been recognized by Business Insider and Advertising Age as one of the most influential women in advertising. She serves on the Boards of Directors for numerous civic and professional organizations, and is a member of the Clinton Global Initiative.



Karen Kaplan
@KarenKaplanHH
@HillHolliday

JIM KOCH, Co-Founder and Chairman, Boston Beer Company

Jim Koch, founder of the Boston Beer Company and brewer of Samuel Adams, is passionate about craft beer. A sixth generation brewmaster, he attended Harvard and earned an undergraduate degree and advanced degrees in Business and Law. In 1984, following family tradition, he brewed his great-great grandfather’s lager recipe in his kitchen. He named the beer Samuel Adams Boston Lager and his company, Boston Beer, went on to become one of the largest craft breweries in America. Drawing upon his struggles to start his business, with little advice and no access to loans, Jim started the Samuel Adams Brewing the American Dream program in 2008 to help food and beverage small business owners and craft brewers gain access to the capital, mentoring and networks to succeed.



Jim Koch
@SamuelAdamsBeer

SPEAKERS & SESSION LEADERS

J. KEITH MOTLEY, Chancellor of University of Massachusetts Boston

J. Keith Motley is the eighth chancellor of the University of Massachusetts Boston, a research university with 11 graduate schools and colleges and 17,000 students. Chancellor Motley oversees an ambitious strategic planning initiative to enhance the university’s academic offerings and research enterprise, grow enrollment to meet the increasing demand for a well-educated workforce, and similarly build the university as a resource of knowledge and public service. Dr. Motley is a founder of the Roxbury Preparatory Charter School and chair emeritus of the school’s Board of Trustees. He is also the founder and education chair of Concerned Black Men of Massachusetts, Inc., and the Paul Robeson Institute for Positive Self-Development, an academic and social enrichment program for school-aged children of color. In 2011, 2012, 2013, and 2014, Dr. Motley was named to the Boston Business Journal’s “Power 50” list of Boston-area influencers.



J. Keith Motley
@UMassBoston

JULES PIERI, Co-Founder and CEO, The Grommet

Jules Pieri, who currently leads groundbreaking product launch platform The Grommet, started her professional life as an industrial designer working for computer enterprises. She soon realized the majority of our economy is shaped by consumer products companies, so she followed the action over to consumer brands as an executive at Keds and Hasbro. Jules is told she is the first industrial designer to get an MBA from Harvard, where she is now an Entrepreneur in Residence. Jules was named one of Fortune’s Most Powerful Women Entrepreneurs in 2013.



Jules Pieri
@JulesPieri
@TheGrommet

MICHAEL E. PORTER, Harvard Business School

Michael Porter, Bishop William Lawrence University Professor at HBS, is an economist, researcher, author, advisor, speaker and teacher. Throughout his career at Harvard Business School, he has brought economic theory and strategy concepts to bear on many of the most challenging problems facing corporations, economies and societies, including market competition and company strategy, economic development, the environment, and health care. Dr. Porter’s research has received numerous awards, and he is the most cited scholar today in economics and business. He has been strategy advisor to leading U.S. and international companies, served on Fortune 500 public boards, and played an active role in U.S. economic policy at the federal and state levels.



Michael E. Porter
@MichaelEPorter

SPEAKERS & SESSION LEADERS

ANGELA TSAY, Co-Founder, CEO and Creative Director, Oaklandish

Angela Tsay is Co-Founder, CEO and Creative Director of Oaklandish, a pioneering retailer of civic pride apparel based in California's East Bay. Oaklandish was the first company in the United States to do mobile retail and has since continued to be a retail trailblazer setting business standards in social responsibility and community engagement. All brands within the Oaklandish family are certified B Corp and Made in a Free World, and the Oaklandish mission prioritizes the good of the local community and the company's employees over maximizing financial gain. Her latest project is lifestyle brand, NSEWest Co., adopting the Oaklandish model to spread local love beyond Oakland. Their tremendous growth is testament to the idea that businesses can do exceptionally well while also doing good.



Angela Tsay
@Oaklandish

AVERAGE FIVE-YEAR GROWTH OF INNER CITY 100 COMPANIES

378%



ABOUT ICIC

The Initiative for a Competitive Inner City (ICIC) is a nonprofit research and strategy organization and the leading authority on U.S. inner city economies and the businesses that thrive there. Founded in 1994 by Harvard Business School Professor Michael Porter, ICIC strengthens inner city economies by providing businesses, governments and investors with the most comprehensive and actionable information in the field about urban market opportunities.

- We identify economic drivers for urban environments, and inform public and private sector leaders how to best utilize them.
- We support high potential urban businesses by providing them with access to year-round executive education, networking and national visibility.
- We teach inner city businesses how to compete for capital and gain access to capital providers.
- We guide financial institutions to new investment opportunities and some of the world's fastest-growing companies.
- We advise corporations and anchor institutions on how they can use their business drivers to create value for themselves and the community.

ICIC's unique knowledge of inner city success factors and growing companies is developed from specialized urban networks and path-breaking research.



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NOTE TAKING

GETTING AROUND AND STAYING CONNECTED



CASE STUDY reading materials can be downloaded at www.innercity100.org.

SHUTTLES: ICIC is providing shuttle transportation from the JFK Library to either the airport or the Hilton Back Bay. Shuttles will depart at **7:30 P.M.**

PUBLIC TRANSIT: Shuttle buses run frequently between the UMass Boston Campus Center and the JFK/UMass station on the MBTA T Red Line. You can pick this shuttle up right in front of the Campus Center. Once at the JFK/UMass station, take the T north/inbound on either the Ashmont or the Braintree line to go back into Boston.

WI-FI: Access complimentary Wi-Fi at UMass Boston via the network **UMB-Guest**. You will need to enter username **cc-guestuser** and password **Boston13** to complete your connection.

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