SAVORING SUCCESS
WITH GREEN MUSTACHE
CALENDAR OF EVENTS

THIS CALENDAR INCLUDES EVENTS HOSTED BY WBENC’S REGIONAL PARTNER ORGANIZATIONS AND STRATEGIC PARTNERS.
VISIT WBENC’S ONLINE CALENDAR FOR MORE EVENTS.

SEPTEMBER 2017

7
GWBC BRAVO at Ingersoll Rand Charlotte, N.C.
Click here for details.

7
Click here for details.

7
WBDC2: Connect & Celebrate Chicago, Ill.
Click here for details.

7
WPED-DC The Power Conference Bethesda, Md.
Click here for details.

8
Astra Best Practices Supplier Diversity Summit Portland, Ore.
Click here for details.

12
Supplier Diversity Workshop on the Federal Reserve System St. Louis, Mo.
Click here for details.

12
WBSC Table Topics Luncheon & Series: Don't Blend In Irving, Tex.
Click here for details.

12
WPED-DC Brown Bag Lunch with Freddie Mac Washington, D.C.
Click here for details.

12
WBDC-Chicago Starting a Business in Illinois Chicago, Ill.
Click here for details.

12-14
WBEC-West Annual Procurement Opportunity Conference & Awards Ceremony Valley Center, Calif.
Click here for details.

12-14
GWBC Webinar: I'm Certified, Now What? webinar.
Click here for details.

13
DRV-WBC Cleveland WBE Forum Bi-Monthly Luncheon Cleveland, Ohio
Click here for details.

13
Women in Manufacturing Seventh Annual Summit Hartford, Conn.
Click here for details.

14
WBDC-Chicago Grow Your Business with WBSC Chicago, Ill.
Click here for details.

14
DRV-WBC Cincinnati WBE Forum Monthly Luncheon Cincinnati, Ohio
Click here for details.

14
2017 Go for the Greens Orlando, Fla.
Click here for details.

14-16
Click here for details.

15
WIPP ChallengeHer: Opportunities for Women in Federal Contracting Hartford, Conn.
Click here for details.

19
WBDC-Chicago Lunch & Learn: Is Certification Right For You? Minneapolis, Minn.
Click here for details.

19
Click here for details.

19
WPED-DC WBE to WBE Luncheon: Solving the WBE Disconnect Washington, D.C.
Click here for details.

19
ORV-WBC Columbus WBE Forum Monthly Luncheon Columbus, Ohio
Click here for details.

19
ORV-WBC Columbus WBE Forum Monthly Luncheon Columbus, Ohio
Click here for details.

20
WBDC-Chicago Business Plan Critique Clinic Chicago, Ill.
Click here for details.

20
WPED-NO Brown Bag Lunch with Con Edison New York, N.Y.
Click here for details.

20
WBEC South EXCELerate Women's Business Summit & Awards New Orleans, La.
Click here for details.

20-21
WBDC-Chicago Starting a Business in Illinois Chicago, Ill.
Click here for details.

21
WBCS Austin Insights Austin, Tex.
Click here for details.

22
Click here for details.

26
ORV-WBC Louisville WBE Forum Bi-Monthly Luncheon Louisville, Ky.
Click here for details.

26-27
Click here for details.

27
Click here for details.

27
WBRA Nine and Dine Golf Outing San Antonio, Tex.
Click here for details.

28
GWBC Networking Your Way to Business Growth Webinar
Click here for details.

28
OBPED-DC A Corporate Connection with Marriott International Bethesda, Md.
Click here for details.

OCTOBER 2017

3
WBEA Benchmark Series: Closing the Deal Houston, Tex.
Click here for details.

3
WBDC Table Topics Luncheon Irving, Tex.
Click here for details.

6
Click here for details.

6
WPED-NY Breakthrough Breakfast New York, N.Y.
Click here for details.

6
Chicago Latina Style Business Series Chicago, Ill.
Click here for details.

9
WBEA Annual Golf Classic & Silent Auction Humble, Tex.
Click here for details.

10
DRV-WBC Toledo WBE Forum Bi-Monthly Luncheon Toledo, Ohio
Click here for details.

11
GWBC Webinar: I'm Certified, Now What? Webinar
Click here for details.

11
WBDC-Chicago Understanding Government Contracting & Certifications Chicago, Ill.
Click here for details.

11
WPED-DC Prime Supplier Connection with AT&T Washington, D.C.
Click here for details.

12
WEC Connect International Europe Conference 2017 London, UK
Click here for details.

12
DRV-WBC Cincinnati WBE Forum Monthly Luncheon Cincinnati, Ohio
Click here for details.

12
WBDC-MN & NCMSDC Procurement Meeting Hosted by Blue Cross and Blue Shield of Minnesota Eagan, Minn.
Click here for details.

12
WPED-NY Annual Breakthrough Breakfast New York, N.Y.
Click here for details.

15-17
NAWBO National Women's Business Conference Minneapolis, Minn.
Click here for details.

18
ORV-WBC Columbus WBE Forum Monthly Luncheon Columbus, Ohio
Click here for details.

18
WBEC PA-DE-sNJ Lehgh Valley Get to Know Us Bethlehem, Pa.
Click here for details.

19
WBDC-Chicago Nine and Dine Golf Outing Houston, Tex.
Click here for details.

19
WIPP ChallengeHer: Opportunities for Women in Federal Contracting Hartford, Conn.
Click here for details.

19
WBCS Austin Insights Austin, Tex.
Click here for details.

20
CWE Women's Business Leadership Conference Framingham, Mass.
Click here for details.

24
Click here for details.

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- **Editor-in-Chief**
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  - Laura Swenson
- **Senior Manager, Marketing**
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  - President and CEO
  - Candace Waterman
  - Vice President, WBENC Certification and Program Operations
  - LaKesha White
  - Associate Director, Compliance

### New Corporate Members:
- Grey NY; JPS Health Network; LenderLive Holdings; and Paymentus Corporation
DEAR FRIENDS,

Our hearts go out to everyone affected by Hurricane Harvey. We are closely monitoring and speaking with Corporate Members and WBEs impacted by the catastrophic floodwaters in southern Texas. Our Houston affiliate Women’s Business Enterprise Alliance (WBEA) and our affiliate in Louisiana the Women’s Business Enterprise Council South (WBEC South) are both focused on our members and WBEs. The entire network stands ready to assist as the floodwaters recede and our business owners assess and rebuild. It will be a long recovery, but our business community has many options to assist; we will be sharing those options soon.

Every entrepreneur, organization, and corporation measures their success not only in hard numbers, but also in their people. When tragedy strikes, it is the people who matter most—and they lift you up. Whether those people are your customers, employees, partners, or mentors, people remain at the center of business. To all our people: our WBEs, Corporate Members and the entire community affected by the storm, we are here to support you!

LOOKING BACK ON NCBF

As we look back with the lens of reflection on our National Conference & Business Fair in June, it was a fitting tribute to WBENC’s 20th Anniversary year and we made sure our community was at the very center of it all. We celebrated—and danced—to our past successes and future achievements with a week of high-caliber educational workshops, exceptional receptions and networking, and focused relationship building.

Our record-setting 4,300 attendance would not have been possible without our Host Council, the Women’s Business Enterprise Council-West (WBEC-West) and our fantastic Host Committee. We are also immensely grateful for the support of our Conference Corporate Co-Chairs Bristol-Myers Squibb, MGM Resorts International, Southern California Edison, as well as WBE Co-Chairs ALOM, Ampcux, and NEI Global Relocation. Our sponsors are who make NCBF possible. See the full list of sponsors on page 29.

I was particularly struck by several powerful themes and heartfelt speeches during the week. During his keynote, Dr. Randal Pinkett shared his message and hope for WBEs:

“Your legacy as women business owners is not success, but rather greatness. Success may be the standard for your business, but greatness is your goal for your legacy,” said Pinkett, Founder, Chairman, and CEO of BCT Partners.

It is that kind of spirit that drove us to debut the WBENC Choice Awards, allowing our robust network to choose their champions. Throughout the conference, we honored members of our community in categories such as Best WBE Mentors, Best WBE Pioneers, He4Shes Corporate Leaders, Best Corporate Advocates, and Best Corporate Mentor. Be sure to read more about our winners on pages 8 and 9.
Attendees participated in more workshops and 1:1 MatchMaker meetings than ever before and as those connections grow, we know the WBENC community will continue to deepen and spread. By choosing to #ACTIntentionally to support those who support us, we make decisions every day to give back to this community.

Our Business Fair featured more than 325 exhibitors, exciting industry pavilions, and all-day opportunities for networking between our Corporate Members and WBEs. Legendary Motown producer Suzanne de Passe opened our Business Fair Breakfast by remarking on the powerful experience of looking out at an audience of thousands of women business owners.

But we also need to remember that legends have to start somewhere. The Student Entrepreneur Program supports young entrepreneurs through mentorship, programming, and a pitch competition with $20,000 in seed capital. This year 20 student entrepreneurs formed strong relationships with their Corporate and WBE mentors as well as learned how to take their startups to the next level. We also invited 10 SEP alumni to return to the program and mentor participants. Read about that program on page 16.

TO THE FUTURE

As we nurture our network and keep our people at our center, we launched our NextGen program, which brings together WBEs and supplier diversity professionals under the age of 40. The inaugural meeting included targeted programming, peer grouping, and collaborative learning, as we pave the future of the WBENC network.

Our finale special guest, the award-winning actress Octavia Spencer, remarked that as much as her role in the movie “Hidden Figures” has inspired so many people, it really is up to us to inspire each other—and ourselves. Her character in the movie drew on that inner strength when she saw the opportunity to drive change. We all must harbor that strength for ourselves and support others on the same path.

Those lessons loomed large last month as we joined forces with several groups for our second Corporate Annual Retreat, including our Corporate Members, leaders with EnCORE and Women of Distinction, the leadership of the Women’s Enterprise Forum, and the Leadership Council to discuss key themes for the next 20 years.

So as we look to 2018, let’s strive to bring great people and great businesses together. Mark your calendars for next year’s Summit & Salute in Dallas from March 20 to 22 and National Conference & Business Fair in Detroit from June 19 to 21!

Finally, we couldn’t have created this year’s conference, a tribute to the WBENC legacy, without the amazing WBENC staff, leadership, and Board of Directors. I am so proud of our entire team as they continue to raise the bar for these events and experiences for our WBEs and Corporate and Government Members. It would not be possible without each one of them and I look forward to seeing how they continue to grow the greatness that is WBENC.

THE NEXT 20 YEARS STARTS RIGHT NOW.

Best Regards,

PAMELA PRINCE-EASON
WBENC PRESIDENT AND CEO

#TEXASSTRONG

#FIERCE
ATTENDEES WOKE UP WITH AN ENERGIZING FLOW AT YOGA BY THE POOL SPONSORED BY WELLNESS SPONSORS AETNA, CVS HEALTH, CORPORATE FITNESS WORKS, AND STAPLES.

FORUM CHAIR, CHERYL SNEAD OF BANNEKER INDUSTRIES, ADDRESSED THE WOMEN’S ENTERPRISE FORUM DURING THE PRE-COMPANY DAY ON MONDAY.

FORUM KEYNOTE DR. TRACEY WILEN, SPONSORED BY KELLOGG, SPOKE TO THE WOMEN’S ENTERPRISE FORUM.

FIRST TIME ATTENDEES GATHERED TO HEAR TIPS FROM THE 2017 HOST COMMITTEE, CHAIRMEN BY LISA MICHELE CHRETIEN OF EVENTMOVER, INC. AND SUSAN MUNRO OF HYBRID COLLECTIVE.

SPEAKERS INCLUDED NEXTGEN KEYNOTE, JEN CONSAVLO FROM TECH.CO, AS WELL AS BREAKOUT FACILITATORS ANDY BUTLER OF PROCTER & GAMBLE AND WBE MONICA KANG OF INNOVATORSBOX.

THE INAUGURAL NEXTGEN MEETING INCLUDED TARGETED PROGRAMMING, PEER GROUPING, AND COLLABORATIVE LEARNING FOR THE NEXT GENERATION OF WBEs AND SUPPLIER DIVERSITY PROFESSIONALS.
The 2017 Co-Chairs participated in the WBENC Live Game Show where the WBE Co-Chairs competed against the Corporate Co-Chairs on stage in a series of mini-games.

WBENC’s 14 Regional Partner Organization leaders held the flag of the state in which they are headquartered in a flag ceremony during the Kickoff Luncheon.

SBA Administrator Linda McMahon spoke as WBENC’s special guest at the Kickoff Luncheon.

During the Kickoff Luncheon, special guest SBA Administrator Linda McMahon noted that she wants more women to have the confidence, the skills, and the resources they need to start and grow their own businesses, and that we still have a long way to go. She pointed out that it is still harder for women to get business loans, especially venture capital. In addition, she noted that women are still underestimated in the workplace, even at the highest levels.

Click here to learn about the 2017 Host Committee.

Theresa Harrison, WBENC Board Chair and Director, Diversity & Inclusiveness Procurement, EY

Nina Vaca of Pinnacle Group honored WBENC President and CEO Pamela Prince-Eason with a coin from the Presidential Ambassadors for Global Entrepreneurship Signature initiative.

ATTENDEES BID ON MORE THAN 20 SILENT AUCTION ITEMS AND ENJOYED A PHOTO BOOTH, CARICATURES, PRIZE WHEELS, VIRTUAL REALITY MOTORCYCLE RIDES, AND MORE AT THE WELCOME RECEPTION BEACH PARTY AND SILENT AUCTION HELD AT THE MANDALAY BAY BEACH.
THE 2017 WBENC CHOICE AWARDS

WBENC DEBUTED THE 2017 WBENC CHOICE AWARDS, AN OPPORTUNITY TO NOMINATE AND RECOGNIZE PEOPLE FROM OUR COMMUNITY FOR PRESTIGIOUS AWARDS.

“It’s very important for the men in the audience to understand that your support is necessary, essential, and appreciated.” — DOUG FISHER, STRATEGIC PROCUREMENT MANAGER, EXXONMOBIL, HES4SHES CORPORATE LEADER

“I want to ask all of you, many of you my wonderful friends, to continue to work and build this amazing organization. Just keep growing business owners because [women small businesses] are the small business engines of this country.” — BILLIE BRYANT SCHULTZ, CESCO, BEST WBE PIONEER

“WBENC is an organization that truly gets the big sandbox mentality. [They] understand that more is more. That if there is another fork in the pie, it doesn’t mean some gets less pie, but that we bake a bigger pie, together.” — JUSTIN NELSON, CO-FOUNDER & PRESIDENT, NATIONAL GAY & LESBIAN CHAMBER OF COMMERCE (NGLCC), BEST WBENC PARTNER

Benita Fortner (second from right) was presented with the Alcorn Award.

Bill Alcorn, namesake of the Alcorn Award, was also presented with the Alcorn Award.
“Our council, all our WBEs, and our staff over the years have enabled me to achieve one of my life’s purposes and my passion, which is economic justice and equal access to opportunities for everyone. I feel blessed to have relationships with each and every one of you. Keep WBENC going. Keep being part of the WBENC family. And thank you all so much for a wonderful journey.” – GERI SWIFT, WBEC-PA-DE-sNJ, LIFETIME ACHIEVEMENT AWARD
The 2017 Business Fair was a robust and energetic day filled with exciting new connections.

By writing sticky notes and placing them in their RPO region on the map, attendees shared how they #ACTIntentionally and support those Corporate Members who support WBENC. Congratulations to Women’s Business Council-Southwest for winning the How I #ACTIntentionally RPO Map Challenge! Remember we have many opportunities to support those who support us. Think about how you can #ACTIntentionally for Every Decision. Every Day.

“We entrepreneurs are unique beings because we operate out of our imaginations, our resourcefulness, our strategic thinking, all the things that one has to use as their fuel. That drives an entrepreneur.” – Suzanne de Passe

Suzanne de Passe, Emmy Award-winning music mogul, was the keynote for the Business Fair Breakfast.
AFTER A FULL DAY OF NETWORKING, ATTENDEES HIT THE LIGHT NIGHTCLUB FOR AN EVENING OF DANCING, NETWORKING, AND MINGLING.
AUTOMOTIVE PAVILION

FCA
FIAT CHRYSLER AUTOMOBILES

Ford

GM

HONDA
The Power of Dreams

NISSAN

TOYOTA

ENERGY PAVILION

bp

Chevron

ExxonMobil
THROUGHOUT THE WEEK ATTENDEES HAD 21 EDUCATIONAL OPPORTUNITIES TO TAKE PART IN.

“A full day of 1:1 matchmakers on Thursday enabled corporate members to make connections with potential WBE suppliers.”

FOR THE YOUNG BUSINESSWOMEN IN WBENC’S STUDENT ENTREPRENEUR PROGRAM (SEP), THE CONFERENCE REPRESENTS A UNIQUE OPPORTUNITY TO PRESENT THEIR BUSINESSES AND INGENIOUS INVENTIONS TO THE DIVERSE GROUP OF NCBF ATTENDEES. READ MORE ON PAGE 16.

“Your legacy as women business owners is not success, but rather greatness. Success may be the standard for your business, but greatness is your goal for your legacy.” – DR. RANDAL PINKETT

SEP Pitch Competition Winner Carrisa Anderson, giving her pitch on her company, Flare.

Dr. Randal Pinkett was the Thursday Conference Finale Luncheon keynote.
"The more we encourage our sons to realize how they support young girls, when they start heading companies they'll realize equal pay should be the way. If we start encouraging them young, it will be second nature by the time they’re the head of companies. I love Hes4Shes, we can’t do it without the ‘hes’.” – OCTAVIA SPENCER
WBENC STUDENT ENTREPRENEURS SHARE INSIGHTS AND CONNECTIONS FROM NCBF

Women business owners of all ages and levels of experience gain valuable insights and new connections each year through the WBENC National Conference & Business Fair (NCBF). For the young businesswomen in WBENC’s Student Entrepreneur Program (SEP), the conference represents a unique opportunity to present their businesses and ingenious inventions to the diverse group of NCBF attendees.

The 2017 program, sponsored by FedEx and Allstate, paired 20 students with both WBE and WBENC Corporate Member mentors. The participants are pursuing majors or have recently completed their degrees in STEAM (Science, Technology, Engineering, Arts, and Math) fields. A rigorous schedule of workshops, off-site visits to corporate campuses and entrepreneurial organizations in Las Vegas, and mentoring sessions developed students’ skills and gave them a behind-the-scenes look at how established businesses succeed.

“It is a rewarding experience to watch these young businesswomen grow their entrepreneurial skills and networks over the course of the program,” says Pamela Prince-Eason, WBENC President & CEO.

“WBENC values being able to support these women and the success of future WBEs.”

The student entrepreneurs become integral members of the WBENC community as they make connections that last beyond NCBF.

“It was so beneficial to have business women take you under your wing and truly just help you find ways you can continue to scale your business and help you in any way possible,” says Carrisa Anderson, a SEP program participant. “Every question I had they were able to connect me with other people who could help me. That was truly amazing.”

The week culminated in a pitch competition, sponsored by EY. In the first round, each participating student entrepreneur had only 90 seconds to capture the judges’ interest with her pitch. The top five returned for a second round where they each gave a more in-depth presentation in 10 minutes, with the last two minutes reserved to answer questions about their businesses. After deliberating, the panel judges awarded a total of $20,000 in seed capital to three winners.

IN THIRD PLACE

ISIS ASHFORD, a recent graduate from Prairie View A&M University, pitched Xplosion, an app designed to help athletes who want to improve their performance. Through the use of wearable sensors and an app, athletes learn how to adjust their training to increase consistency.
Ashford is thankful for the supportive connections she made through WBENC. Her own SEP mentors, Donavan Casana of Shell and Brenda Loube of Corporate Fitness Works, were with her every step of the way as she prepared her business pitch.

“I could not believe I had Brenda, she was so amazing,” says Ashford. “She was really like a life coach when I was there and her support was so genuine and so sincere. I knew she was willing to get up at 7:00 a.m. and listen to my pitch and see how much I revised it. She was so relatable. It really just made me so comfortable.”

Ashford is proud of each SEP participant and the progress they all made throughout the week leading up to pitch day.

“Initially when I came I was really about winning the competition and getting the money,” says Ashford. “But as the days went by, it was really about helping other women. When you get to know someone and hear their story, you really hope they win.”

IN SECOND PLACE

ALEX COREN, a senior at the University of Miami, pitched her company Wambi, a care recognition system designed to give patients a larger voice in their care while rewarding providers for good performance.

Her mentors, Rondu Vincent and Tarrance Frierson of Bristol Myers Squibb, and Sholeh Ehdaiavand of LMK Clinical Research Consulting, all contributed something unique to Coren’s experience as she prepared for pitch day.

“Tarrance really resonated deeply with my mission and helped me focus on how to tell our company story in a way that hits home with many people and still gets to the point of why we do what we do and how important it is,” says Coren. “Rondu was helpful in introducing me to his network and thinking of people in advance that he felt would be beneficial for me to connect with and making sure I was able to develop those relationships. Sholeh was wonderfully supportive and encouraging with every opportunity that arose.”

Coren plans on using her prize money to continue to improve the user experience of Wambi. As Wambi continues to grow, Coren won’t forget the role WBENC played in her success.

“I made friendships and mentors that will last forever from just this one experience that lasted five days,” says Coren.

IN FIRST PLACE

CARRISA ANDERSON, a senior at Hofstra University, pitched Flare, an app that connects people of color with barbers and stylists in their area.

With help from her mentors, Kelly Myers of Ericsson and Teresa Lawrence of Delta Personnel, she was able to overcome her nerves and win first place with her pitch.

“I was nervous, but as soon as I had the microphone in my hand and I got on stage, my nerves went away and I became so comfortable,” says Anderson. “It was just all about me telling my story and I’m happy I was able to convey that story clearly to the judges and they liked it, which was a dream come true.”

Anderson plans on using the prize money to continue to scale Flare and focus on their marketing strategy before a launch date this fall. As she prepares to launch Flare, Anderson credits WBENC in helping her reach this moment.

“It was such an amazing opportunity, I am so grateful to have flown out to Las Vegas and connect with women from around the world,” says Anderson. “It was a great experience and I am definitely going to recommend it to other women entrepreneurs to take advantage of this wonderful experience. It was truly once in a lifetime experience and a highlight of my year.”
2017 AMERICA’S TOP CORPORATIONS FOR WOMEN’S BUSINESS ENTERPRISES

THE APPLICATION PROCESS IS NOW OPEN!

Do you have an advanced process, leading supplier diversity program that you would like to have recognized by WBENC? Is your company continuing to break down barriers for WBEs in ways that should be applauded? If you answered yes to either of these questions, then this award is for you!

HOW TO APPLY

National Corporate and Government Members may request information on the application process by sending an email to topcorporations@wbenc.org.

Note: WBEs are not eligible for this award as it is for WBENC National Corporate and Government Members only.

Due Date: September 29, 2017

Click here to view the current Top Corporations award recipients.

ELIGIBILITY

» Company is a WBENC National Corporate Member in good standing
» Company has an active Supplier Diversity Program

REQUIREMENTS OF AWARD RECIPIENTS

» A C-Suite Executive must be available to participate in the Top Corporation programming and recognition which will occur during the annual Summit & Salute.
» Honorees must participate in both annual events; the Summit & Salute held in March and the National Conference & Business Fair held in June, including:
  » Networking
  » MatchMaker sessions
  » Workshops – to include roles such as facilitation of sessions, panel participation, presentations, etc.

The America’s Top Corporations for Women’s Business Enterprises Awards recognition takes place during WBENC’s Summit & Salute. WBENC’s Summit & Salute engages participants in a two-day program filled with a focus on industry breakouts, business networking, and development opportunities.
### 2016 Top Corporations Facts

#### $$$ Spent with WBES

**$35.7 Billion**

Actual: $35,783,252,104 (FY 2015 reported)

#### Performance Goals & Bonus Compensation

Percentage of the 2016 Top Corporations that have supplier diversity tied to both is:

- **85%** for Executives / Senior Managers
- **86%** for Sourcing / Procurement Staff

#### 2016 Top Corporation Industries Represented

1. Aerospace & Defense
2. Agriculture & Mining
3. Arts, Entertainment & Recreation
4. Automotive
5. Biotech & Pharmaceutical
6. Business Services
7. Consumer Products
8. Energy & Utilities
9. Financial Services
10. Information Communication Technology
11. Insurance
12. Nonprofit
13. Professional & Technical Services
14. Retail
15. Technology
16. Transportation & Logistics
17. Travel & Hospitality

#### Regional Partner Organization Involvement

100% of the 2016 Top Corporations engage with WBENC nationally and locally.

#### Supplier Diversity in Supplier Scorecard

- **100%** of the 2016 Top Corporations have a Supplier Diversity Policy.
- **100%** of Tier 1 and Tier 2 suppliers provide mentorship and education.
- **95%** of Tier 1 suppliers have a Supplier Diversity Advisory Board.
- **80%** of Tier 2 suppliers also provide supplier development for Tier 2 suppliers.
- **29%** include Supplier Diversity in their Corporate Annual Report.

#### Supplier Diversity Advisory Boards

- 80% of 2016 Top Corporations have a Supplier Diversity Advisory Board.
- 51% Internal Staff Only
- 29% Internal Staff and External Members

#### Mentoring / Supplier Development

- **53%** of Tier 2 suppliers provide supplier development programs for Tier 2 WBEs.
- **95% & 78%** of Tier 1 and Tier 2 goals are set.

#### CEOs Endorsing Supplier Diversity

- 88% of the 2016 Top Corporations disseminate a CEO statement regarding supplier diversity externally.
- 90% have Supplier Diversity as a component of their Supplier Scorecard.
I didn’t start with any methodical plan; my goal was to pay the bills,” says Whisenhunt, with a laugh. “But I love to learn—and ask questions. We quickly had a line of credit to resell with a major refiner, and we started to add people as needed to serve our customer base. Now we own our office building, have more than 30 employees, including professional services and in-house IT and software engineers.”

As an energy firm and leader in fuel management, PS Energy Group has a national footprint in the United States. The company, which serves regional customers as well, also owns and operates two pipelines, four Unattended Fuel Outlets (UFOs), provides emergency fueling services and offers wireless tank monitoring and telematics solutions.

In addition to phenomenal growth, Whisenhunt is proud of the company’s commitment to diversity. A Hispanic, woman-owned corporation, PS Energy Group has been WBENC-Certified since 2006, in addition to being certified by the National Minority Supplier Development Council (NMSDC).

“Utilizing diverse small businesses is a way that we can give back to our customers. At the end of the day, diversity makes those customers better consumers. These decision makers are going to be the best future for this industry.”

One of PS Energy Group’s Unattended Fuel Outlets (UFOs) for efficient fleet fueling.
In July, PS Energy Group was awarded the Edison Electric Institute’s Diverse Business Award, given to a company that displays support of business diversity through development initiatives. PS Energy Group is a premier partner to electric companies in strategically managing their fleet and facilities’ fuel and energy usage; the company is committed to developing mutually beneficial business relationships with other small businesses and certified diverse small businesses to serve their customers.

“Utilizing diverse small businesses is a way that we can give back to our customers,” says Whisenhunt. “At the end of the day, diversity makes those customers better consumers. These decision makers are going to be the best future for this industry.”

Her company has grown by ensuring that diversity in people and products is an asset, not a detriment - even through setbacks. Although the company started off wholesaling fuel, it was a crisis that showed her how critical understanding product diversity with customers could be for the success of the business.

“One of my biggest customers would order a lot of fuel each fall, and one year, they just didn’t order it,” says Whisenhunt. “Instead of panicking, I asked why. They told me about the deregulation of natural gas in Georgia, so I just asked them: Can you tell me who I can call to learn more? My customer actually put me in touch with a gas producer and within two weeks I had a new brochure—focusing on energy for industrial end-user accounts and offering natural gas, in addition to propane and diesel fuel as back-up fuels. This was before many companies even knew deregulation occurred.”

Whisenhunt still loves learning. After joining the NMSDC’s local Atlanta group in 1987, and appreciating the benefits, she served on its board and chaired the programs’ committee. Then she got involved with WBENC’s RPO, the Greater Women’s Business Council (GWBC). When she started attending national WBENC events, she realized the potential in leveraging the WBENC network.

“I’m not a natural networker, but I am determined to ask how I can be involved,” says Whisenhunt. “My advice to new WBEs is to get involved with the RPO! Participate in projects, events, and committees, and then perhaps become active on the board level.”

PS Energy Group sponsors GWBC, in addition to sitting on its board, PS Energy Group was also a member of the 2016 WBENC National Conference & Business Fair Host Committee in Orlando, Florida.

As for what’s next for PS Energy Group, Whisenhunt hints that she has Big Hairy Audacious Goal (BHAG) related to her company’s growth, but she can’t share what’s next on their pipeline to success.

SHARE YOUR SUCCESS STORY
Every week, we are featuring inspiring stories and news from our WBEs, Corporate and Government Members, and strategic partners on the WBENC Blog. Do you have an exciting or inspirational success story you’d like to share with our community?

CONTACT US AT WBENC-NEWS@WBENC.ORG
grew up helping my parents at their small business and always knew that I wanted to own my own business at some point—it was a matter of finding something I was passionate about,” says Manges. “I wanted Green Mustache to be a platform to create smoothies and snacks that would be healthy, fun, and nutritious.”

Having worked as an investment professional at a hedge fund and family office prior to launching Green Mustache, Manges’ background in finance and business helped her evaluate the market need for her idea. Many “green” juices in stores were either high in sugar and calories, or not tasty enough to appeal to kids. She set about perfecting her product’s flavor and consistency, while tucking in plenty of the kale, spinach, and chia seeds that might go untouched on the plate. At the end of 2013, about a year after her initial business concept, Manges officially launched Green Mustache.

“Over time, I discovered that our products weren’t just being consumed by children, but grown-ups were buying our drinks. They want healthy alternatives, but many of the green drinks available in the marketplace taste medicinal,” says Manges. She jumped at the opportunity to expand her mission to provide, “Greens for all, big and small!”

Manges first learned about WBENC as she was chatting with Susan Wright of Marlboro Group International, LLC, who was sampling her smoothies at an event. Manges’ past experience in the male-dominated world of finance had already proven the value of mentoring support and other initiatives for women in business.
Manges received WBENC Certification in June 2016 and attended her first National Conference & Business Fair this summer in Las Vegas. As serendipity would have it, she even bumped into Wright between conference events. When she’s not catching up with her network of fellow WBES, Manges uses WBENC events as a platform for greater visibility for Green Mustache. A recent event with her WBENC regional partner, WPEO-NY, gave her an opportunity to present samples to financial services company, Morgan Stanley.

“We try to reach out to businesses like this all the time,” says Manges. “Because this was in conjunction with a WBENC event, we’re able to be in the room with the right person.”

The Women Owned logo helps Manges target supplier diversity initiatives when she reaches out to large organizations. On a smaller scale, Green Mustache’s WBENC Certification also provides a compelling conversation starter with consumers. Busy parents on a shopping run, for instance, take notice when a woman and fellow parent is at the helm of a company.

“When our product is in stores and we’re doing demos, it’s a selling point,” says Manges. “For example, we get a lot of support from fathers with daughters. Women turn the bag over, see the logo, and they want to be supportive of other women. At trade shows, such as the Sweets & Snacks Expo in Chicago, we always have the Women Owned logo on our table or backdrop. We see people walk past our booth who catch a glimpse of the Women Owned logo and circle back saying, ‘We really like that, what do you have here?’ People do a double take because they want to know more and see if they can be supportive of a women-owned business.”

Branching out as a business owner was always part of Manges’ ultimate plan. Tying in her passion for health and family keeps her invested in continuing to grow and evolve Green Mustache. Part of that mission also includes giving back to the greater community. Manges donates a percentage of sales to Vitamin Angels, a nonprofit that provides lifesaving and life changing vitamins and minerals to mothers and children in 40 countries.

Her children may be past their picky eating phases, but now their involvement reminds Manges of the impact she has as a WBE.

“I have two daughters who see me on this entrepreneurial path and are even experiencing it first-hand themselves when they’re at events with me, putting up backdrops, or labeling things. They’re proud of Green Mustache and really love being part of it. By providing daily inspiration to our girls, we’re establishing a strong foundation for future generations of girls, too.”

“*When our product is in stores and we’re doing demos, [the Women Owned logo is] a selling point. For example, we get a lot of support from fathers with daughters. Women turn the bag over, see the logo, and they want to be supportive of other women.*”
Bringing consumer recognition to products supplied by Women Owned companies

#BuyWomenOwned

Proudly supporting those who support Women Owned businesses

Learn more at www.womenownedlogo.com
CORPORATE CORNER

CVS HEALTH LEVERAGES THE WOMEN OWNED LOGO TO SHARE WELLNESS AT NCBF

As a National Conference & Business Fair Wellness Sponsor, CVS Health was proud to design a new exhibit booth this year, which supported not only the health of the WBE community, but also celebrated their success.

"Our company's purpose is ‘helping people on their path to better health,’" says Raul Suarez-Rodriguez, Manager of Supplier Diversity/Strategic Procurement at CVS Health. “We really wanted to design a booth for the Business Fair that connected with the WBENC community where they are—using products made by WBEs.”

Guided by that mission, attendees were encouraged to explore some of the Women Owned products currently sold in CVS Pharmacy stores nationwide. A diverse sampling of items included disinfectants, snacks, and dog treats. The following WBEs were featured:

- JELMAR, LLC
- TURBIE TWIST LP
- CLAVEL CORP
- DIAMOND WIPES INTERNATIONAL, INC.
- FUSION RANCH, INC.
- GLOBAL CONCEPTS LIMITED, INC.
- CROSSING CULTURES, LLC
- MISS JESSIES, LLC
- RUSH DIRECT, INC.

In addition to visually showcasing Women Owned products, CVS Health also focused on ensuring attendees had a successful experience making meaningful business connections through their “Practice Your Pitch” sessions. WBEs learned how to fine-tune their pitches while navigating the Business Fair floor. Their appointment-based sessions had a high turnout and helped WBEs be pitch-ready whether they were pitching CVS Health or other Corporate Members in the WBENC network.

Attendees also took advantage of free health screenings at the Wellness Lounge, where they could learn their BMI, blood pressure, glucose, and cholesterol. Beyond just the physical consultation, attendees received nutrition, fitness, and mindfulness tips to learn a holistic approach to health and wellness.

CVS Health continues their dedication to meaningful education and relationship building through their Executive Learning Series for Diverse Suppliers. WBEs comprise 66% of the current class, and CVS Health works to increase their success through curriculum and executive coaching. The first class of participants graduates on November 9th, 2017.
Morning, Noon, and Night. As we move through the day, we have many opportunities to support the WBENC network. How do you ACT Intentionally?

#ACTIntentionally
A WBENC campaign. | www.wbenc.org
Last September, WBENC launched the WBENC Link 2.0 database, designed to increase efficiency, incorporate innovations, and ensure security for the certification process, all within a digital platform. As of August 1, 2017, the WBENC headquarters staff and 14 RPOS have experienced a substantial reduction in administrative costs as well as a decrease in the average time of application submission and completion—all due to the ease of our digital platform.

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- Which no longer had to be mailed or sent by courier
- 15% 1-2 Weeks
- 14% 1-2 Months
- 17% 2-4 Weeks
- 8% 2-3 Months

By WBENC, RPOS, WBES, and Corporate Members
WBENC HAD THE PLEASURE OF PARTICIPATING AS AN EXHIBITOR AND CO-SPONSOR OF THE INAUGURAL ESSENCE PATH TO POWER: ENTREPRENEURSHIP AND BUSINESS CONFERENCE HELD DURING THE 23RD ANNUAL ESSENCE FESTIVAL FROM JUNE 30 TO JULY 2 IN NEW ORLEANS.

Candace Waterman, WBENC Vice President, Certification and Program Operations, serves on the Essence Entrepreneurial Advisory Committee and was instrumental in developing the entrepreneurial programming for the more than 10,000 individuals in attendance. The WBENC staff connected with current and potential women business owners from all across the United States who sought information on getting certified, starting, and expanding their business.

THE CONFERENCE WAS HELD THREE CONSECUTIVE DAYS WITH DESIGNATED TRACKS THAT WOULD BENEFIT THE VARIOUS STAGES OF BUSINESS:

- **LEAP (PRE-LAUNCH/EARLY STAGE)**
- **RUN (ESTABLISHED)**
- **GROW (SEASONED)**

There were daily general sessions and networking opportunities for entrepreneurs and business professionals at all career levels. WBENC had the pleasure of hosting three workshops, entitled “Creating Your Value Proposition & Marketing Your Brand,” “Doing Business with Corporate America,” and “Demystifying Certification.”

In conjunction with WBENC Board Chair Theresa Harrison, and President of WBEC South, Phala Mire, WBENC staff was able to kick off WBENC’s Women of Color Initiative and effectively spread the message of Join Forces. Succeed Together. With a total attendance of over 400,000 people, the 2017 Essence Festival was a landmark success. WBENC looks forward to an even more successful gathering in 2018 and the ability to collaborate with our established corporate partners such as Walmart, The Coca Cola Company, State Farm, and Ford.

www.essence.com/festival/pathtopower

From left to right: Candace Waterman, Vice President, WBENC Certification and Programs; Theresa Harrison, WBENC Board Chair and Director, Diversity & Inclusiveness Procurement for EY; and LaKesha White, Associate Director, Compliance.
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The Bracelet as individual as you are.

WBENC has created the Legacy Bracelet as a statement of your participation and ongoing support of our organization.

Each beautiful hand-crafted sterling silver bead represents different aspects of WBENC that have made it the progressive and respected organization that it is today.

Whether you are new to certification, membership or supplier diversity and women’s entrepreneurship, you can build your own beautiful piece of jewelry that will tell the story of how you’re engaged with WBENC.

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Certified WBENC
Women’s Business Enterprise
The WBENC Energy Executive Program will provide each WBE in the program with an intensive curriculum taught by industry experts and professors from the University of Texas McCombs School of Business focused on key business topics as they relate to the energy, oil, and gas industry using WBE’s actual business experience.

THE PROGRAM SCHEDULE WILL BE AS FOLLOWS:

SUNDAY | NOV 5: Intro to Energy, Welcome Reception
MONDAY | NOV 6: Marketing for Growth & Profitability, Understanding your Customers, Fireside Chat
TUESDAY | NOV 7: Decision Making in Energy, Shell Robert Training Center Experiential Tour, Effective Negotiations
WEDNESDAY | NOV 8: Strategic Management, Women in Energy Panel
FRIDAY | NOV 10: Strategies for Value Creation, Commencement

The WBENC Energy Executive Program will be held this year at the Robert Training Center. This world-class training center is known for its comprehensive training equipment and it’s a state-of-the-art facility, situated on 35 private acres, surrounded by woods, located in the heart of the Gulf South region between Baton Rouge and New Orleans, Louisiana. Every year, thousands of men and women from companies across the nation come to the Robert Training Center to prepare themselves for the ever-increasing challenges of working in oil and gas operations.

Women represent fewer than 6% of CEOs in the energy industry, and this landmark program supports the evolution of diversity and inclusion strategies among major energy, oil, and gas companies, and further shows the commitment towards impacting the long-term success of diverse businesses that are critical to the global energy supply chains.

“The WBENC Energy Executive Program will play an important role in creating gender parity by developing the future suppliers of the energy, oil, and gas industries and further breaking down barriers for women entrepreneurs,” says Pamela Prince-Eason, WBENC President & CEO.

The program resulted from an analysis done as a part of WBENC’s Energy Advisory Board, which includes Diversity and Inclusion leadership from BP, ExxonMobil, Chevron, and Shell Oil Company—all of which are recognized on the annual America’s Top Corporations for Women’s Business Enterprises. The advisory board analyzed data based on Energy Industry that showed women entrepreneurs are represented in the energy supply chain and some are thriving; yet there is room for growth and improvement.

This program will provide the opportunity to develop more WBEs in the energy industry, an essential factor to evolving markets, providing competitive insight, agility, and innovative solutions within the oil and gas supply chain just as it is in all other industries.

www.wbenc.org/energy-executive-program/
The secure platform is an exclusive benefit to the WBENC network where WBEs can access information on industry forecasts, procurement trends, government contracting, and skill building. WBENC National Corporate and Government Members can access best practices on supplier diversity, up-to-date market findings on women-owned business demographics, and resources for sustainable diversity programs. In the ever-changing world of technology and innovation it is critically important to stay up-to-date on the information and resources you need to do business in the global supply chain. Insights provides the WBENC network with exclusive access to relevant information through sponsored webinars, video, whitepapers, and graphics. Information is constantly being added and updated on the site including some of these recent updates:

**RECENTLY ADDED CONTENT:**

**JP MORGAN CHASE & CO.**
- How To Do Business with JPMorgan Chase & Co.
- Digital Marketing Tips
- Choosing Credit for Your Business
- Cyber Security for Your Small Business
- Crafting a Winning Business Plan
- Financing Your Business

**WBENC’S PARTNER EDUCATION**
- WIPP ExportNOW Webinars
- NWBC – “GROW Her Business” Info
- SBA Learning Center – Resources for Woman Owned Small Businesses

**RPO RESOURCES**
- Certification Training and Resources

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GET STARTED WITH INSIGHTS TODAY!

RESOURCES AVAILABLE

137

COLLECTIONS (TOPIC AREAS)

21

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LEARN “HOW TO DO BUSINESS WITH” CORPORATE MEMBERS ACROSS

70% OF OUR INDUSTRY GROUPS

MODULES/PAKS ADDED THIS SUMMER

15+

RESOURCES ADDED PER MONTH

4 ON AVERAGE

www.wbenc.org // september edition 2017

137

15+

21

4
ESSENTIALS - WBENC COLLECTION

Make a statement with the premier line of WBENC signature products. Engage our community and share the WBENC brand when you travel. See the WBENC Collection during the National Conference & Business Fair to select items that fit your personal style. You can also view and purchase additional products today online at shopwbenc.com.

- Pebble Grain Zippered Portfolio W/ Calculator
- Executive Rhinestone Pens
- Wine Carrier & Purse
- Alexis Nylon Purse Style Wine Tote Bag
- Bling Mugs
- 16 Oz Tervis Tumbler
- Sling Backpacks
- Tervis Water Bottle
THOUSANDS OF PEOPLE ARE READING THE WBENC BLOG! ARE YOU? STAY UP-TO-DATE ON CERTIFICATION, OPPORTUNITIES, RESOURCES, AND ENGAGEMENT WITH WBES SHARING THE TOOLS AND TIPS FOR LEVERAGING THE WBENC NETWORK AROUND THE WORLD.

CERTIFICATION
Meet some of the NCBF Corporate Co-Chairs through NCBF Sponsor Spotlights:

- MGM Resorts International
- Bristol-Myers Squibb
- Southern California Edison

Sustainability Tips from #WBENCconf Sustainability Sponsors

OPPORTUNITY
Opportunities Open Doors:

- Women in Manufacturing Heads to Hartford for Seventh Annual Summit
- Supplier Diversity Workshop on the Federal Reserve System
- WEConnect International Europe Conference 2007

Introducing Reverse Mentors

Future Friday:

- Pacific Gas and Electric Company – Unlocking the Grid of the Future

RESOURCES
Women Owned Wednesday gives you a chance to checkout great products produced by fellow Certified WBEs. Here are just a few:

- Café Los Santos
- Laita
- Caribbean Products
- Duobed
- Green Moustache
- Grillin’ & Chillin’
- Sweet Jules Gifts
- Bow K

ENGAGEMENT
WBENC Recognized for Innovative and Effective Workplace Practices

Get to know the WBENC staff:

- Lindsey All

Corporate Corner:

- AARP/WPEO-DC Brown Bag Luncheon
Thirty minutes before this huge pitch, as we were doing our pre-brief team meeting, I felt myself go into labor,” says Sanford.

“Of course, I quickly excused myself and called my doctor. She was calm, and advised to do the pitch and proceed directly home to St. Louis. We pitched to the client; it was fantastic, and my team gathered for the debrief meeting and celebration. I quickly said, ‘I’m sorry everyone but we have to go home right now—I’m in labor.’”

Sanford laughs with her colleagues about the situation now, but she is also quick to admit it was a learning opportunity. At KellyMitchell, Sanford and her leadership team work toward better work-life integration for all 120 employees across several national offices. Part of their maternity plan for employees advises against traveling—no matter the stakes—for third trimester pregnant employees, parents going through adoption, and for partners who may have someone expecting.

A believer in the fact that work-life integration is possible and that you can have it all (minus third-trimester flights), Sanford attributes her four children Jonathon, Ava, Max, and Chase with having made her a better entrepreneur and leader.
“As entrepreneurs, we have a natural tendency to over-manage,” says Sanford. “But as your business grows and you start to really scale, relinquishing that control and delegating responsibility to trusted colleagues is imperative. That’s something I learned first, though, in parenting. It really does take a village—spouses, grandparents, babysitters, educators—to make the wheels turn.”

There was a time, though, when Sanford was still figuring all this out. She co-founded KellyMitchell in 1998, and waited five years to have her first son, Jonathon, in 2003—the same year she received WBENC Certification.

“Like most entrepreneurs, my business was my first baby,” says Sanford. “We were growing so fast, opening new locations, and getting involved with organizations like WBENC. I was skeptical that I could find the time for raising a baby, but when we had Jonathon, you find out that it isn’t that complex.”

SANFORD OWES HER ABILITY TO RUN A BUSINESS, RAISE A FAMILY, AND MANAGE PREGNANCIES TO FOUR CORE COMPONENTS. SHE SHARES:

• **FIND YOUR VILLAGE.** Sanford identified family, friends, and childcare support systems that could step in and help with the kids, sometimes at the last minute.

• **SHARE YOUR NEWS EARLY.** Sanford shared her pregnancy news early on, which allowed her time to plan, save, and ensure her team could handle the client load while she was out.

• **INTEGRATE WORK AND FAMILY.** Keep a schedule and stick to your promises, says Sanford. If you can infuse the business with your family, you can keep transparency while achieving your ultimate goals.

• **BELIEVE IN YOURSELF.** No matter what, if you believe in your family choices and your business, you can make both work. Find inspiration in other women who have done it before you.

Sanford doesn’t downplay the role the WBENC network has played in her confidence as a mom and entrepreneur. After growing KellyMitchell nationally and getting involved both on the regional and national level with WBENC, Sanford was recognized as a 2012 WBE Star, coincidentally while she was pregnant with her fourth child, Chase.

“There are so many other moms in the WBENC network,” says Sanford. “It’s a great support system. You might have to miss a conference or a Summit & Salute, but these are fellow business owners who will appreciate and support you. You’ll get life advice from friends and from new connections every year at WBENC events.”
Q: What advice do you have for women who want to have a family while building their businesses?

Answer:

Make a strategic effort to develop your team that directly supports you. This will allow you to have more flexibility in managing household needs as well as your business needs. While I was pregnant, I documented procedures step-by-step of everything I could think of that may come up while I was away from my office when my son was a newborn. It provided me the time to assign and train my team on all the critical things that had to be done while I was out. And it gave me peace of mind so I could focus on spending quality time with my son.

Rachel Sanchez
CEO, Prestige Maintenance USA
prestigeusa.net
We often box ourselves into all-or-nothing choices. But that’s not life. I feel – and live – another path called “The Middle Way.” Set goals for your personal and professional lives, understanding that they will likely be achieved through a series of small changes instead of in bigger leaps. This might impact the timeline for when you achieve certain milestones, but remain confident in your choices.

Susan Michel  
CEO, Glen Eagle Advisors, LLC  
gleneagleadv.com

My advice is to start your family. Don’t wait, there is never a perfect time. Your children will bring you the greatest joy, the greatest love, and be your biggest supporters. And then they will grow up and if you are really lucky, they will work with you at your firm!

Terri McNally  
Founder & CEO, Global Capital, Ltd.  
globalcapitalltd.wordpress.com

• Don’t try to do everything yourself. Outsource what you can, which will leave you time to spend with the children.
• Get commitment from your spouse/significant other that they are in this with you. Help will be necessary for the success of your business, your mental health, and most of all the for the good of the children.
• Have dependable child care and have a backup for when the children get sick.
• Plan for the unexpected.
• Cash is king, so make sure you have enough money to allow for additional expenses.
• Make time for your children and be mindful when with them.

Christine Hammerlund  
President, Assured Healthcare Staffing  
assuredhealthcare.com

Having a family shouldn’t limit your ability to build your business. The challenges of building a business are the same for everyone. But a supportive family is a blessing and will help you navigate the work/life balance. Families are happier when everyone functions to their fullest potential. My career helped give my daughter the perspective she needed to become a successful business woman with a family of her own. We are the best role models for our children.

Dori Kelner  
Managing Partner, Sleight-of-Hand Studios LLC  
sohstudios.com

Build your life and business according to your rules, not according to what society tells you the rules are. This will do wonders to alleviate guilt and the feeling of inadequacy. It takes a brave woman to be a business owner and a mom.

Lois Gamerman  
President/CEO, Soft Stuff Distributors, Inc.  
gosoftstuff.com

You can have it all, just not all at once. So, what’s the magic bullet?  
• Understand your priorities. Between family and business, determine which is more important (which might fluctuate), and be flexible where you devote your resources.
• Develop your strengths.
• Leverage others to support you, and remember it’s okay to outsource.

Enjoy the journey!

Jeanette Prenger  
President and CEO, ECCO Select  
eccoselect.com

Upcoming Question:

“How do you incorporate education into your professional development?”

Send your answer to wbenc-news@wbenc.org. Your response could appear on the WBENC Blog. Please limit your answer to 60 words.