

AN INVITATION TO WOMEN ENTREPRENEURS WHO ARE SERIOUS ABOUT GROWING THEIR BUSINESSES



AWARDED GOOD PRACTICE BY THE EUROPEAN INSTITUTE OF GENDER EQUALITY (EIGE)
HIGHLIGHTED BY THE OECD AND EU AS AN "INSPIRING PRACTICE"
FINALIST IN EUROPEAN ENTERPRISE PROMOTION AWARDS 2015



GOING FOR GROWTH

AN INVITATION TO AMBITIOUS WOMEN ENTREPRENEURS

Are you facing challenges in growing your business? Would you benefit from peer support and the insights and experiences of successful women entrepreneurs? Then read on. The Going for Growth initiative could be just right for you.

A call is now being issued to ambitious women entrepreneurs who would like to be considered for participation in the 8th Cycle of the Going for Growth initiative. Interested entrepreneurs should register on the website www.goingforgrowth.com and an application form will be sent out immediately. The closing date for receipt of completed applications is WEDNESDAY 25th NOVEMBER 2015. From those that apply, 60 suitable entrepreneurs will be selected for participation in the new cycle.

The Going for Growth initiative is supported by Enterprise Ireland and KPMG.

As the Lead Entrepreneurs are giving their time to the initiative on a completely voluntary basis, there is no charge to suitable entrepreneurs for participation in the round tables. They just have to cover their own expenses.

The emphasis will be on small numbers of committed participants who have a clear aspiration for growth, who value this opportunity, and who will commit to attending all the regular meetings.

IS GOING FOR GROWTH FOR YOU?

Applications will be considered from entrepreneurs across all sectors who are located in the Republic of Ireland. Whatever the size of the business at present, the application will be considered if a strong growth ambition can be demonstrated.

The selection is competitive, but the application process is not over complicated.

To be considered suitable for participation, the entrepreneur should already be the owner manager of a business of which she is a major shareholder and key influencer. Suitable applicants need to demonstrate significant aspiration for growth and should be working full time on the business. It is expected that the business will have been trading for at least two years. Only in exceptional cases will a business at an earlier stage be considered. Applications from those who have been trading for a shorter period must demonstrate that the product/service is highly innovative in nature, has a longer development cycle than the norm and has exceptional growth potential. All applicants must indicate the manner in which they expect to benefit from the support offered by Going for Growth.

The programme, which involves a time commitment of about three hours a month between February and June 2016, is free of charge to suitable applicants. Those selected to participate in Going for Growth are expected to attend all monthly meetings, and a full day National Launch Forum on Thursday 21st January 2016.



Julie Currid (Initiafy), Barbara Anne Murphy (Equilume), Yvonne Brady (EV Sport Ltd) and Fiona Egan (Sasta Fitness) at the Going for Growth National Forum.



Julie Sinnamon, CEO, Enterprise Ireland speaking at the Going for Growth National Forum



Paula Fitzsimons pictured with Lead Entrepreneurs, Elaine Coughlan and Monica Flood.



6th Cycle Participant, Ellen Kavanagh of Waxperts



Lead Entrepreneur Susan Spence of SoftCo

"Going for Growth provides a fantastic opportunity to meet fellow female entrepreneurs; to discuss challenges, share experiences and discover solutions. The goal-focused support from the Lead Entrepreneur was truly encouraging and energising. The sessions provided a safe, trusted environment and a sense of shared endeavour."

Leonora O'Brien - Pharmapod, Winner of the Cartier Women's Initiative Award 2013, Irish Tatler Entrepreneur of the Year 2014, WMB Woman in Technology Award 2014 & IMAGE Entrepreneur of the Year 2014



WHAT IS INVOLVED FROM A PARTICIPANT'S PERSPECTIVE?

SUPPORTING GROWTH IN A UNIQUE MANNER

Participants are offered a unique learning environment with a peer led approach based on the shared experiences of both the Lead Entrepreneur and the other participants facing common challenges.

Going for Growth is based on peer support. The roundtables are led by experienced or Lead Entrepreneurs, who will each give about three hours of their time on a voluntary basis once a month to meet with a small group of women owner managers to support their development.

Up to eight participants are selected by a Lead Entrepreneur to join her at a round table. The most important attributes of the Lead Entrepreneurs are that they have experience of growing a business and have personal experience of the growth journey on which the participants are embarking. Each is prepared to share her learning with the group.

In a spirit of collaboration, the Lead Entrepreneurs act as role models to the selected participants and share their knowledge and experience with them on a completely voluntary basis. Each participant will find a group of like-minded women around the table. The businesses will be different but many of the issues will be similar. A circle of trust develops around the table and all matters discussed remain confidential.

The initiative has been endorsed by some successful business women who have agreed to become involved in the 8th cycle as Lead Entrepreneurs. They include Áine Denn, Caroline Keeling, Deirdre Smith, Heather Reynolds, Louise Phelan, Miriam Byrne, Siofra Flood and Susan Spence. These busy and successful business women have agreed to give their time on a voluntary basis to support women entrepreneurs to achieve their growth ambitions.

Most owner managers agree that it can be a very isolating experience and it can be difficult to find someone on your wavelength who understands the issues involved. The Going for Growth roundtable initiative is designed to address these challenges.

Going for Growth is designed to be action and results oriented and to go beyond class room style learning and the usual inputs of professional trainers, consultants and academics. The roundtables are designed not to be theoretical or academic, but to be based on real experience of what has worked and what hasn't worked in real life situations.

THE ROUNDTABLE SESSIONS

Participants are expected to attend all meetings. They will take place once a month between February and June at a location convenient to the Lead Entrepreneur. As successful applicants will be placed with an appropriate Lead Entrepreneur, it may be necessary for participants to travel to attend the round table sessions. Unnecessary travel will be minimised, however. The arrangements for the monthly meetings (time and place) will be agreed by the Lead Entrepreneur with participants at their first meeting on 21st January. A participant who is absent from two roundtable sessions will be asked to withdraw from the cycle.

A COMMON AGENDA FOCUSED ON GROWTH

The focus of this initiative is on the growth challenge.

The questions to be explored over six sessions will include –

- Why go for growth?
- Is your business model fit for purpose?
- What are your KPIs?
- How to increase profitability through increased sales?
- What resources/capabilities do you need to underpin growth?
- What is the best growth path for your business?
- How can you make sure that profitable growth is the result of all your effort?

Going for Growth roundtables will explore this series of relevant questions with the Lead Entrepreneur taking the lead and sharing her experiences and thoughts on the question under discussion. The other participants will similarly share their experiences and learn from each other. For each session an agenda will be provided to reflect these broad areas. On successful completion of a cycle, participants will be given the opportunity to join the Going for Growth Community.

THE NATIONAL LAUNCH FORUM

To start the cycle, a National Launch Forum will be held on Thursday 21st January 2016. If selected, participants must be available to attend this full day event. The National Forum is designed to allow participants and Lead Entrepreneurs to explore a number of relevant topics and to have their first round table meeting.

As well as providing more in-depth coverage of key topics, the National Launch Forum will provide an opportunity for attendees to network with participants and Lead Entrepreneurs from other roundtable groups.

Previous participants derived great benefit from attending the National Forum.

One participant summed up her experience in a manner that was typical: *"A superb National Forum. It was inspiring and really well run and organised. So refreshing and motivating"* - **Caroline McEnery**, The HR Suite

GOING FOR GROWTH COMES STRONGLY RECOMMENDED

Over 400 women entrepreneurs have already participated in a cycle of Going for Growth. In almost every case the round table sessions translated into practical changes within their businesses; they got great benefit from the National Forum and they felt nearer to achieving their growth goals as a result of their participation in Going for Growth.

Besides an increase in their confidence, ambition and motivation, most of the participants (82%) in the most recent cycle of Going for Growth increased their turnover over the six months of the cycle by an average of 30%, bringing the turnover of the group to over €51.5 million. There was a 25% increase in the number of exporters among the group. An additional 94 jobs were created by participants (+13%), while 734 existing jobs were strengthened.

Some of the many testimonials from previous participants may be read in this brochure or on the website - www.goingforgrowth.com/testimonials

CALL FOR APPLICATIONS FOR A NEW CYCLE

Women entrepreneurs are being invited to indicate their interest in becoming participants in the latest Going for Growth cycle.

As the number of participants that can be involved in this cycle is strictly limited, a selection process, involving Lead Entrepreneurs, will take place. Those chosen to participate in the initiative will be those who, in the opinion of the selectors, will be most likely to benefit from the learning experience offered by the Going for Growth roundtables.

Completed applications may be returned by email to info@goingforgrowth.com or posted to arrive by Wednesday 25th November 2015 to:

**GOING FOR GROWTH
6 JAMES'S TERRACE
MALAHIDE, CO. DUBLIN**

THE LEAD ENTREPRENEURS

The Lead Entrepreneurs are not, and cannot be, experts in every area of business but they have first-hand experience of facing the challenges of growing a business. They all agree that if such support were to have been available to them when they were growing their business, they would have found it most beneficial. The following will facilitate the roundtables for the 8th cycle.



ÁINE DENN The TAS Group

Áine Denn is a co-founder of The TAS Group, which makes smart sales transformation tools for cloud and mobile devices to help businesses maximise revenue in key accounts, increase win rate and uncover sales vulnerabilities. Its methodology and sales insight applications are smart, context-aware, and knowledge-based, making it easy for salespeople, managers and executives to accelerate revenue growth consistently. Passionate about customer success, Áine's insight is informed by more than 20 years' experience in business development, strategic operations and customer engagement. Prior to The TAS Group, Áine has served in senior executive positions in business, technology and consulting organisations including The SCO Group, NewworldIQ, Prudential UK, and Accenture. She holds a Computer Science degree from Trinity College Dublin. www.thetasgroup.com



LOUISE PHELAN

Louise Phelan is VP of Global Operations (EMEA) for PayPal. She leads 2,650 people supporting 14 different languages in Dublin, Dundalk and Berlin. Louise is a non-executive Director at Ryanair and former President of the American Chamber of Commerce in Ireland. Louise has been widely recognised for her contribution to Ireland including being named the Great Place to Work 'Most Trusted Leader' 2014 and being presented with the Sir Michael Smurfit Achievement Award by The Ireland Chamber of Commerce United States (2012). She was also Business Woman of Year Award 2013, as awarded at the Women Mean Business Conference, and was presented with an Outstanding Contribution to the Irish Industry Award by the (CCMA) in 2012. www.paypal.com



CAROLINE KEELING Keelings

Caroline Keeling is the CEO of Keelings, a 100% Irish-owned family business which started producing fruits and salads on their farm in the 1930's. Keelings are focused on growing and sourcing the best fresh produce from around the world. The Company is headquartered in FoodCentral, Dublin, but has operations around Ireland, in the UK, Europe and Asia. Keelings employs approximately 2,000 people and has sales of approximately €300m. Caroline has a BSc (Chem) & MSc in Food Science which she obtained from University College Dublin (UCD). Caroline started her career with Green Isle Foods from 1992 - 1994, going on to join Keelings as Technical Manager in 1994. Caroline is an Ambassador for The Women's Fund for Ireland and also sits on the Bord Bia Board. www.keelings.com



MIRIAM BYRNE City Analysts

Miriam Byrne is the founder and Managing Director of City Analysts Ltd. Originally set up as a UCD Campus Company, specialising in water parasitology, City Analysts has grown over the last 17 years into a leading environmental analysis company. Now operating from 2 main labs in Dublin and Shannon, a full range of accredited chemistry and microbiology analysis are provided for a range of private and public sector clients. Miriam combines scientific rigour with commercial insights and her ongoing commitment to quality is at the heart of the business. Having recently been awarded two prestigious EU research contracts, City Analysts is now positioned for further growth. Miriam was a participant on the 2nd cycle of Going for Growth. www.cityanalysts.ie



DEIRDRE SMITH

Deirdre Smith is an engineer, tech entrepreneur and Chartered Director of the Institute of Directors. She sits on a number of boards. Deirdre acts as a consultant, mentor and advisor to start-up companies and SMEs through EI and via Redefine.ie, a consultancy group that specializes in Strategies for Growth and Lean & Six Sigma Programmes. With a strong technical, operations and commercial background, Deirdre was the co-founder and CEO of Zandar Technologies from 1999, which developed award winning video solutions for the broadcast sector worldwide. She led Zandar through their acquisition in 2007 by Harris Corporation, a \$5bn US headquartered company (NYSE: HRS). Deirdre held various management positions with Harris, an international ICT company serving markets in more than 150 countries, until 2010.



SÍOFRA FLOOD

Síofra's career started in 1995 when she was the first legal counsel hired at IONA. She worked at IONA through its IPO in 1997, leaving in 2001. She joined Havok as Corporate Counsel in 2002 and played a lead role in its acquisition by Intel for US\$110M in 2007. In 2011, Síofra became COO of Swrve, overseeing all its financial, legal and operational matters and taking lead on Swrve's 2014 US\$10M Series B funding round and company group restructure to become a US-based parent company. Since March 2015, Síofra has been COO of Drop Kitchen, a company with the vision to create the "connected kitchen", its first product being a wireless connected kitchen scale and companion iPad app. Síofra has a law degree (LL.B) from Trinity College Dublin and is a member of the New York Bar.



HEATHER REYNOLDS Eishtec

Heather Reynolds is one of the owners of Irish company, Eishtec, an outsourced contact centre, providing tailored customer service solutions predominately to the UK Telecommunications sector. Eishtec has delivered over 1200 jobs across Waterford, Wexford and Clonmel in Ireland and Craigavon in Northern Ireland. Heather has over 25 years industry experience in the services sector across a number of Blue Chip organisations including AOL Inc, Dell UK and TalkTalk Group where she held a number of senior roles including Customer Experience Director, General Manager and the role of Director of Operations. In 2013, Heather was appointed to the Action Plan for Jobs based on her track record of job creation. She is also a member of the National Competitiveness and Labour Market Councils. www.eishtec.com



SUSAN SPENCE Softco

Susan Spence is Co-founder and President of SoftCo, one of Ireland's most successful software companies. Established in 1990, SoftCo is a global developer of Business Process Automation, Purchase-to-Pay, eHealthcare and Cloud solutions. SoftCo's solutions streamline business processes, reduce costs and ensure organisations meet their compliance obligations. Headquartered in Dublin, SoftCo has offices in the UK, the USA, and Finland. The company is ISO27001 certified and is a gold Microsoft partner. Its customers include Argos, the Musgrave Group, UPMC, Iowa Health, VHI Healthcare, Sunny Delight, Logitech and Bulmers. Susan is a former recipient of the Veuve Clicquot Business Woman of the Year and Irish Exporter of the Year awards. She is a former non-Executive Director of CIE and member of the Government Enterprise Advisory Group. www.softco.com

THE LEAD ENTREPRENEURS CONTINUED...

The following Lead Entrepreneurs facilitate Continuing the Momentum Roundtables or facilitate workshops in the current cycle.



ANNE HERATY CPL Resources

Anne Heraty is CEO of Cpl Resources plc., a recognised leader in workforce solutions, specialist recruitment, managed services and outsourcing. With an annual turnover in excess of €390 million, the company has over 650 permanent employees. In any one week Cpl also has circa 10,000 temp/contract staff under management in customer sites. Her company has grown through both strong organic growth and strategic acquisitions. Most recently, Anne won the Business & Finance 'Business Person of the Year 2015' and her company was ranked as 'Best Place to Work 2015' in the large organisation category. She is the Deputy-President of IBEC and the Chair of The EY Entrepreneur of the Year Awards in Ireland.



GERALDINE KELLY

Geraldine Kelly is a senior level Executive with CEO/ Non-Executive Director experience in the Technology, Energy, Clean Tech and Fin Tech sectors. She has international experience in Europe, US and Asia-Pacific, achieved at both Executive and Non-Executive Director Levels. Geraldine has a very successful track record in generating innovative solutions, getting results and creating value for all stakeholders in a number of sectors. A qualified Non-Executive Director who works with Boards to develop innovative initiatives with the ability to constructively challenge the status quo. Currently Geraldine works as a Strategy Advisor and is a member of the Gaelectric Board, Chair of the RICS Global Remuneration Committee; Chair of Plan International Ireland Ltd and previously served on the board of MicroFinance Ireland and Tyndall Institute.



CLARE DUIGNAN

Clare Duignan has over 25 years CEO and senior leadership experience. As Director of Programmes RTÉ Television, she transformed home-produced content and grew audience share to a record high. As MD RTÉ Radio she reduced headcount and operating costs by 20% while holding audience share, and re-focused sales by identifying new revenue streams and driving a more customer-focused sales policy. Clare has a strong track record of strategic leadership. She has a deep understanding of consumer needs and behaviour, marketing, branding and social media as well as many years of experience in recruitment, team leadership and performance management. Clare serves on the boards of both public and private organisations and received the Diploma in Company Direction (Dip IoD) in July 2013.



MARGOT SLATTERY

Margot Slattery is managing director of Sodexo Ireland, one of the country's leading food and facilities management providers with clients in business and industry, finance, government, education and healthcare. Sodexo employs 2,000 people based in 200 client site locations across Ireland. Margot represents Ireland on Sodexo's Diversity and Inclusion Council and is a member of the leadership team for its global LGBT network. She was also the founding chair of the Sodexo Women Work employee network launched in 2011 to help female employees enhance their professional and personal growth. Margot won the Empowering Women category at the 2013 WMB Awards and was named Management Professional of the Year at the 2013 Image Magazine's Businesswomen of the Year Awards. www.sodexo.com

COMPLIMENTARY INITIATIVE

CONTINUING THE MOMENTUM

On successful completion of a cycle, participants are given the opportunity to remain connected by joining the Going for Growth Community. Members can apply to participate in Continuing the Momentum round tables, take part in topic based workshops and are invited to attend the annual Community Forum. The 2015 Community Forum took place on the 14th/15th October. Continuing the Momentum was developed following a clear demand by many participants for continued contact with the Going for Growth network in order to sustain their development and growth.



Continuing the Momentum for me, has taken the ground work done in Going for Growth to the practical results driven phase. It brings focus to a growth strategy, questions its sustainability and guides in setting targets for achieving long term goals. It has continued to provide a channel to other women in business which I have found to be the most valuable element of being part of this group. It is also a social outlet to the business world that has the potential to introduce new business to a growing company.

Sinead Heffernan- Thunders Bakery



Continuing the Momentum is exactly that! You will find the space, the tools and a confidential forum to drive forward the growth of your business. The programme allows you to connect with like-minded business women to brainstorm, share ideas and get advice. It has generated new ideas and possibilities for my business! I now have a more structured approach; concentrating more on the strategy and direction I want to bring my company in.

Mary B. Walsh- Ire Wel Pallets Ltd.



THE ADVISORY PANEL

The Going for Growth Team is delighted that former Lead Entrepreneurs will continue to be associated with the initiative by serving on the advisory panel to further develop and strengthen the initiative.



AMANDA PRATT
formerly Avoca



COLETTE TWOMEY
Clonakilty Black Pudding Co.



EILEEN BERGIN
formerly Butler's Pantry



ELAINE COUGHLAN
Atlantic Bridge Ventures



FIDELMA MCGUIRK
formerly Taxback.com



FIONA O'CARROLL
Independent News & Media



GERALDINE RUANE
Trinity College



HEATHER ANN MCSHARRY
Company Director



JULIE COLCLOUGH
Eurobase



LULU O'SULLIVAN
GiftsDirect.com



MARY ANN O'BRIEN
Lily O'Brien's Chocolates



MARY MCKENNA
Tour America



MARY MURPHY
Mint Consulting



MONICA FLOOD
formerly Olas IT



NIKKI EVANS
PerfectCard



RITA SHAH
Shabra Group



"Going for Growth was, and continues to be one of the most valuable learning experiences I've had as a businesswoman. Our group has continued to meet and my business has benefited enormously. Being in the company of experienced and confident entrepreneurs brimming with ideas and real solutions has been uplifting and yields genuine results!"

Jane Kelly - Big Mountain Productions,
SFA Outstanding Small Business Award 2012



"Going for Growth not only prompted me to critically analyse my business, but provided invaluable access to advice, discussions and practical ideas that I can apply to my business. Meeting women who are willing to share their own successes and failures enabled me to push the boundaries and grow my business."

Anne Cusack - Critical Healthcare,
SFA Innovation Award 2013 & IMSTA Best Services Company, MedTech Awards 2014



"Going for Growth helped me focus on growing my business. It provided great networking opportunities. I enjoyed taking time away from my business and meeting like-minded women who faced similar challenges."

Deirdre McGlone - Harvey's Point Hotel,
No. 1 Hotel in Ireland, TripAdvisor Travellers' Choice Awards 2013, 2014, 2015

EXTERNAL RECOGNITION OF GOING FOR GROWTH

Going for Growth is the brain child of **Paula Fitzsimons** who put it forward in response to an initiative on women and entrepreneurship proposed by the NDP Gender Equality Unit in the then Department of Justice, Equality and Law Reform. "My mission in *Going for Growth* is to support women entrepreneurs to achieve their growth ambitions and to get more women entrepreneurs into a growth frame of mind."

The *Going for Growth* pilot was run in 2009 with eight voluntary Lead Entrepreneurs and 60 participants. Following its success, *Going for Growth* was included by the European Commission in the 2009 selection of Good Practices and voted into the top ten of those initiatives as being most beneficial to implement.

In 2014, *Going for Growth* was noted as an inspiring practice by the EU and OECD LEED (Local Economic and Employment Development) in a report entitled "The Missing Entrepreneurs". In June following a competitive process, *Going for Growth* received a good practice accolade from the European Institute of Gender Equality (EIGE). Paula Fitzsimons also won the Boots WMB Empowering Women Award 2014 and was appointed honorary ambassador for female entrepreneurship in Poland.

There is great interest in the initiative across Europe and the *Going for Growth* team are delighted that Finland became the first country outside Ireland to successfully pilot the initiative during 2014.

In 2015, *Going for Growth* reached the final three across Europe in the European Enterprise Promotion Awards, Investing in Entrepreneurial Skills category.



Happy faces all around as Joanna Drake, Director DG Enterprise, presents Paula Fitzsimons the National Director of *Going for Growth* with a certificate to mark the selection of *Going for Growth* to represent Ireland in the European Enterprise Awards 2011, which were held in Budapest in May 2011.

OUR SPONSORS

Enterprise Ireland (EI) is the government organisation responsible for the development and growth of Irish enterprises in world markets. EI works in partnership with Irish enterprises to help them start, grow, innovate and win export sales on global markets. In this way, EI supports sustainable economic growth, regional development and secure employment. You can find detailed information on Enterprise Ireland's activities, strategy and performance on www.enterprise-ireland.com.

KPMG is Ireland's leading professional advisory services firm with over 1,900 professionals based in Dublin, Belfast, Cork and Galway. KPMG provides a broad range of audit, tax and advisory services to clients ranging from dynamic privately owned businesses to individuals, partnerships and publicly quoted companies. KPMG works with entrepreneurs and start-ups to support the early achievement of business objectives and has a reputation for continuing these strong relationships as organisations evolve and grow. KPMG's reputation for excellence is based on passion for business and an unrivalled understanding of key industry issues in all sectors of the economy. www.kpmg.ie



Going for Growth also gratefully acknowledges the support of **IBEC**.



"I am happy to give my time to this worthwhile initiative on a voluntary basis and only wish that this type of support was available to me over the years as I was driving forward the growth of SoftCo. I have seen for myself that a collaborative peer-based approach, based on growth goals and the shared experience of what works in real life situations, gives the type of support that ambitious entrepreneurs need."

Susan Spence - Executive Chairman and Co-founder, SoftCo



"*Going for Growth* had an extremely positive impact on my business in 2014. It helped me grow Cocoa Brown by 366% year on year and employ two new full time staff members. I was driven by the competitiveness in our group but also the will of seven other women to see me succeed. I was inspired by how successful the other entrepreneurs were and even though our businesses were in completely different industries, I learned so much from them. I feel very lucky that I had the Lead and group members I did - they were the best!"

Marissa Carter - Cocoa Brown Tan, WMB Entrepreneur of the Year 2015

