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THE FAST 50 FIRST ANNUAL GLOBAL READERS' CHALLENGE

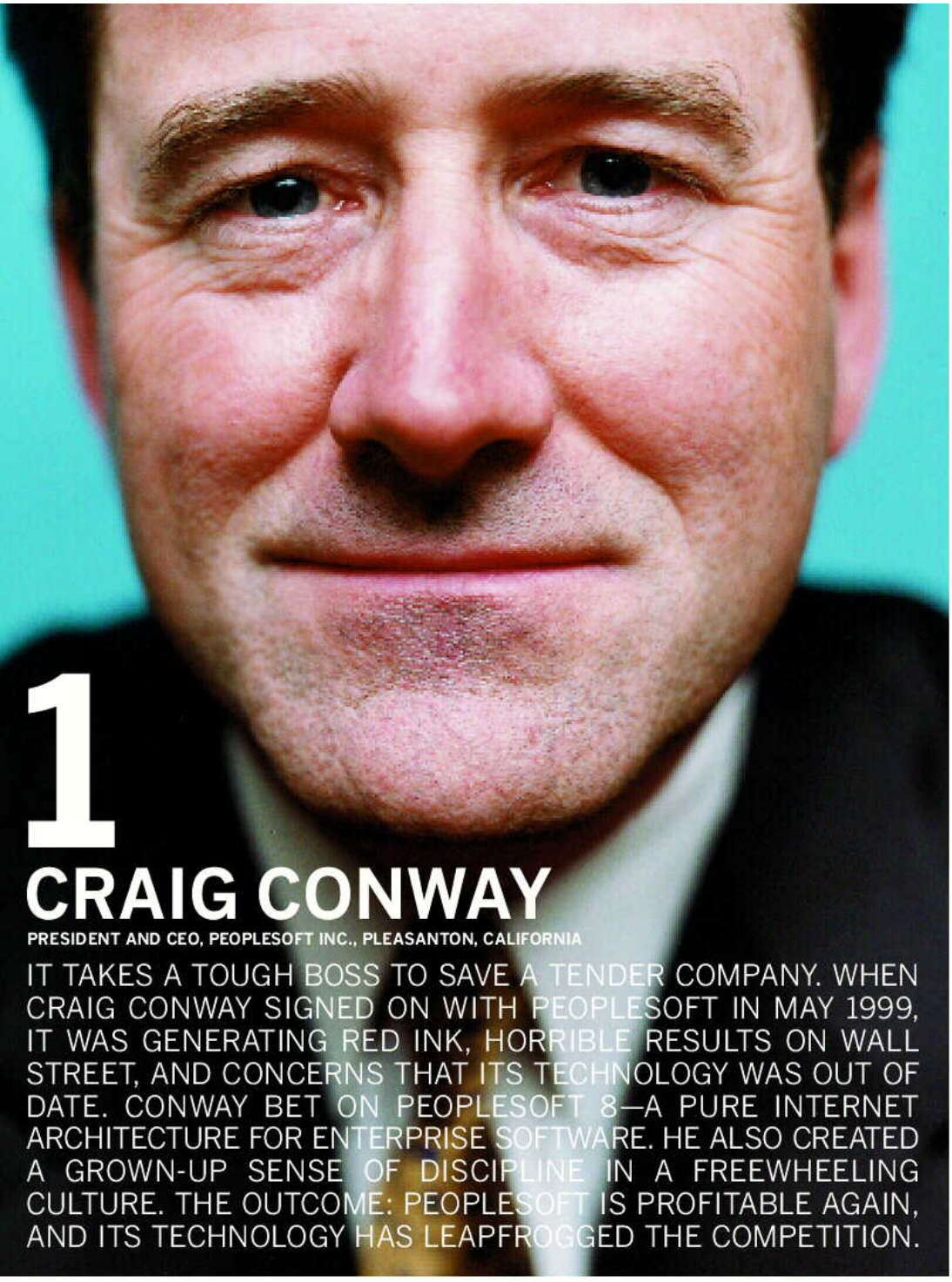
The call for entries went out four months ago. The global response was overwhelming: more than 1,650 entries (and more than 10,000 comments on those entries) representing more than 30 countries. Has the economic slowdown got you down? Get charged up by this remarkable collection of leaders, change agents, disrupters, trendsetters, and social entrepreneurs. Meet the Fast 50, champions of innovation. (Note: The numbers 1–50 do not imply a ranking among winners.) To see all the entries or to learn about next year's competition, visit the Fast 50 Web site. For more information on any winner, just enter their number on the site: **www.fastcompany.com/fast50**.

FAST 50 JUDGES

Zoë Baird President, Markle Foundation
Tom Peters Chairman, tompeterscompany
Sally Ride President and CEO, Imaginary Lines Inc.; first American woman in space
Kevin Roberts CEO, Saatchi & Saatchi
Watts Wacker CEO and Futurist, FirstMatter LLC

FAST 50 TEAM

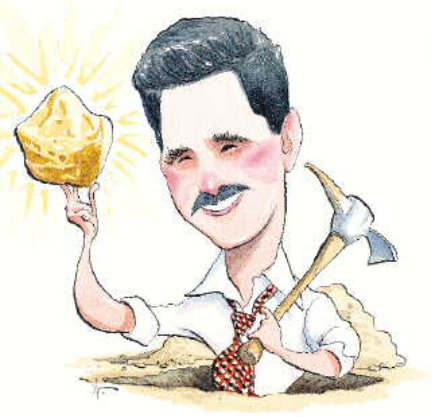
Paul Cabana Project Leader
David Searson Technical Leader
Angela Brimhall Marketing
Nina Viswanathan Promotion
Eugene Edele Coordinator



1 CRAIG CONWAY

PRESIDENT AND CEO, PEOPLESOFT INC., PLEASANTON, CALIFORNIA

IT TAKES A TOUGH BOSS TO SAVE A TENDER COMPANY. WHEN CRAIG CONWAY SIGNED ON WITH PEOPLESOFT IN MAY 1999, IT WAS GENERATING RED INK, HORRIBLE RESULTS ON WALL STREET, AND CONCERNS THAT ITS TECHNOLOGY WAS OUT OF DATE. CONWAY BET ON PEOPLESOFT 8—A PURE INTERNET ARCHITECTURE FOR ENTERPRISE SOFTWARE. HE ALSO CREATED A GROWN-UP SENSE OF DISCIPLINE IN A FREEWHEELING CULTURE. THE OUTCOME: PEOPLESOFT IS PROFITABLE AGAIN, AND ITS TECHNOLOGY HAS LEAPFROGGED THE COMPETITION.



2 ROB MCEWEN

CHAIRMAN AND CEO, GOLDCORP INC., TORONTO, ONTARIO

Talk about breaking the mold in a closed industry! Back in 1995, Rob McEwen's company discovered gold where most experts said it couldn't be found. Shortly afterward, its unionized workforce went on strike. "We had to determine the potential of this discovery quickly, by sharing information about it with the world," says McEwen. "Never before had a mining company made such information public." The $500,000 Internet Goldcorp Challenge generated more than 475,000 Web hits from some 50 countries. The end result? "In 2001," says McEwen, "Goldcorp's share price increased 101%."

3. FRANK POLLACK

CEO, PENTAGON FEDERAL CREDIT UNION, ALEXANDRIA, VIRGINIA

How do you persuade a big financial-services organization to stand tall and march straight? By rallying the troops around a balanced scorecard that puts customer satisfaction first, employee satisfaction second, and financial performance third.

4. ANDREW MACKAY

HEAD OF THE ADVISORY UNIT ON SECURITY, UNITED NATIONS MISSION IN KOSOVO, PRISTINA, KOSOVO

How do you reintroduce law and order to a society brutalized by war? Andrew Mackay, a 20-year veteran of the British military, ran a team that applied business principles to the promotion of security and justice.

5. DAVID H. BLAKE

DEAN, UNIVERSITY OF CALIFORNIA, IRVINE, GRADUATE SCHOOL OF MANAGEMENT, IRVINE, CALIFORNIA

It's a study in change. Five years ago, the school was in danger of falling off the map. David H. Blake led a campaign to reshape the curriculum and upgrade the student body.

6. CAROL NACY

FOUNDER AND CEO, SEQUELLA INC., ROCKVILLE, MARYLAND

She's a woman on a mission: Convince the world that tuberculosis (a disease with 8 million new cases each year) is a priority public-health problem and develop vaccines, drugs, and diagnostics. "We will be the missing link between science and business," Carol Nacy says.

7. DAMON GERSH

PRESIDENT AND CEO, MAXONS RESTORATIONS INC., NEW YORK, NEW YORK

September 11 brought out the best in countless New Yorkers—including the people of Maxons Restorations. The company was stretched as it worked to restore the historic Trinity Church and St. Paul's Chapel for services and cleaned more than 50 office buildings.

8. JON MCNEILL

CEO, STERLING COLLISION CENTERS INC., NATICK, MASSACHUSETTS

Jon McNeill and his team want to do for auto repair what the Home Depot has done for hardware: Become a best-practices competitor in a fragmented industry. The company has 40 locations and annual sales of approximately $120 million.

BRYCE DUFFY (CONWAY); MICHAEL WITTE (MCEWEN); AMANDA FRIEDMAN (MORITA); PETER STEMMLER (WEINSTEIN)

THE FAST 50

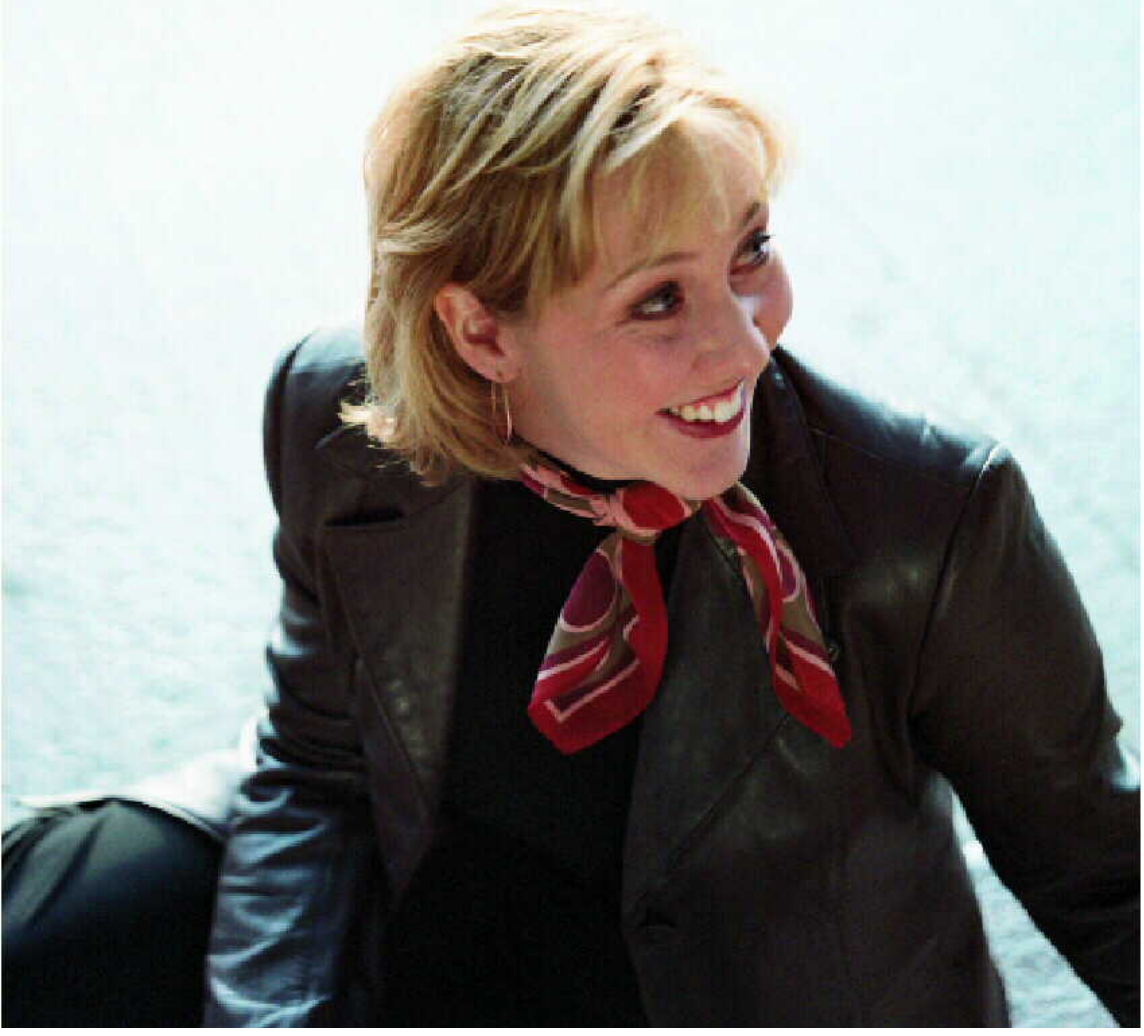
LEADERS

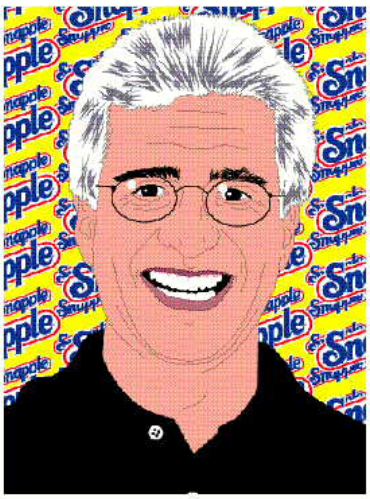
They are senior executives who create value through the power of their ideas, the intensity of their commitment, and the authenticity of their character. For in-depth information on winners, visit the Fast 50 Web site (www.fastcompany.com/fast50).

ANNIE MORITA

SENIOR VICE PRESIDENT OF MARKETING, COLUMBIA TRISTAR, CULVER CITY, CALIFORNIA

9 "YOU DON'T GET POINTS FOR INTENT, ONLY FOR RESULTS. MY JOB IS TO ENCOURAGE PEOPLE TO WORK TOGETHER TO MARKET TV SHOWS AND FEATURE FILMS TO BROADCASTERS AROUND THE WORLD."





MICHAEL WEINSTEIN

CEO, SNAPPLE BEVERAGE GROUP INC., WHITE PLAINS, NEW YORK

10 How do you put snap back into a sagging brand? With relentless focus on innovation. Michael Weinstein and his colleagues bought Snapple from Quaker Oats for $300 million. "We tried to create an atmosphere that was fun and timely," he says. "We introduced our first new product two weeks after we bought the company. That's fast." In 2000, Cadbury Schweppes bought Snapple for $1 billion. Today, Weinstein is president of innovation and business development at Cadbury.

NADINE VOGEL

VICE PRESIDENT OF MARKETING AND FOUNDER OF METDESK, METLIFE, JERSEY CITY, NEW JERSEY

Giving birth to two daughters with special needs changed Nadine Vogel's world—and she, in turn, changed the worlds of thousands of families in similar circumstances. She developed a business plan for a new division of MetLife that would serve the financial, legal, and social issues of parents with special-needs children. It's called MetDESK—MetLife's division of estate planning for special kids. The division has grown from a handful of people to 160 specialists serving thousands of families. Vogel was recognized by *Working Mother* magazine as one of the "25 Mothers We Love" in 2000. "My idea was unprecedented," says Vogel. "But I knew that with drive and determination, I could illustrate why a large financial-services institution should concentrate on a market that had been underserved—and make it work."

12

TAMAR ELKELES

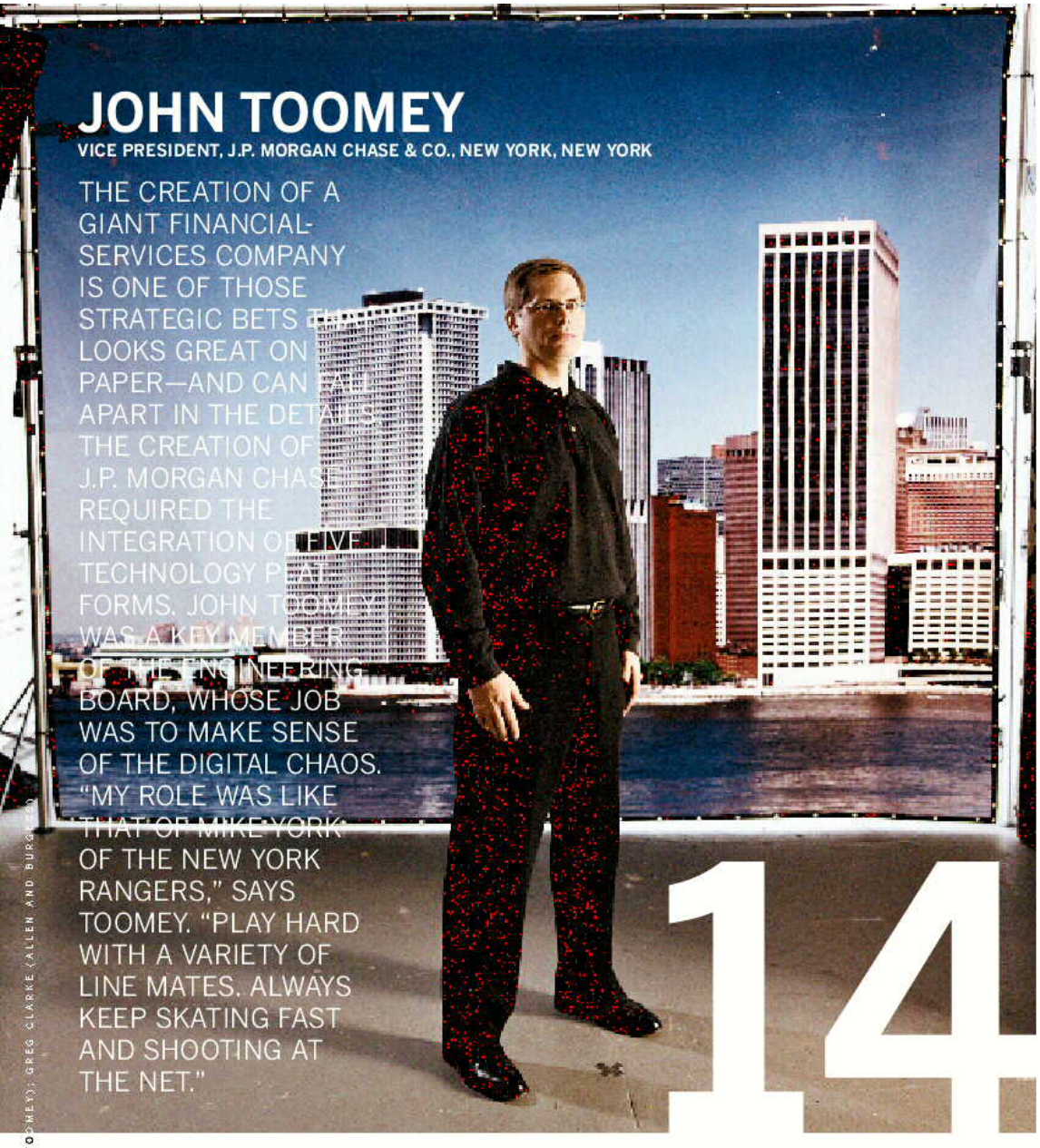
VICE PRESIDENT OF LEARNING, QUALCOMM INC., SAN DIEGO, CALIFORNIA

11 "I'M NOT A PERSON WHO HOLDS ON TO LEGACIES. I TAKE THINGS, SHAKE THINGS, AND CHANGE THINGS. THE MINUTE YOU GET GOOD AT SOMETHING, YOU GET COMFORTABLE. AND THAT LEADS TO STAGNATION. PEOPLE ON MY TEAM HAVE LEARNED TO EMBRACE CHANGE. I LIVE MY LIFE IN FAST-FORWARD."

CHANGE AGENTS

THE FAST 50

They are activists who are determined to challenge the status quo and make a positive impact, people who make a difference by doing things differently. For in-depth information on winners, visit the Fast 50 Web site (www.fastcompany.com/fast50) .



JOHN TOOMEY

VICE PRESIDENT, J.P. MORGAN CHASE & CO., NEW YORK, NEW YORK

THE CREATION OF A GIANT FINANCIAL-SERVICES COMPANY IS ONE OF THOSE STRATEGIC BETS THAT LOOKS GREAT ON PAPER—AND CAN FALL APART IN THE DETAILS. THE CREATION OF J.P. MORGAN CHASE REQUIRED THE INTEGRATION OF FIVE TECHNOLOGY PLATFORMS. JOHN TOOMEY WAS A KEY MEMBER OF THE ENGINEERING BOARD, WHOSE JOB WAS TO MAKE SENSE OF THE DIGITAL CHAOS. "MY ROLE WAS LIKE THAT OF MIKE YORK OF THE NEW YORK RANGERS," SAYS TOOMEY. "PLAY HARD WITH A VARIETY OF LINE MATES. ALWAYS KEEP SKATING FAST AND SHOOTING AT THE NET."

14

NATE ALLEN & TONY BURGESS

COFOUNDERS, COMPANYCOMMAND.COM, PLATOONLEADER.ORG, WEST POINT, NEW YORK

13 "Combat is the ultimate team sport. The cost of losing is death. We knew that if Army leaders could share their ideas and lessons in real time, they would rock the world. These Web sites have sparked a grass-roots movement that is changing the Army from the bottom up."

15. SCOTT LUTZ

CEO, 8TH CONTINENT LLC, MINNEAPOLIS, MINNESOTA

What do you get when you combine resources from two huge companies (DuPont and General Mills) with a commitment to innovate? A joint venture with the "spirit of the small and the power of the big."

16. KEN MILLER

DIRECTOR OF PERFORMANCE IMPROVEMENT, STATE OF MISSOURI, JEFFERSON CITY, MISSOURI

"We didn't have customers, we had hostages," says Ken Miller. "They didn't choose us." In two and a half years, Missouri's Department of Revenue issued refunds 80% faster, cut wait times in DMV lines by 50%, and won the Missouri Quality Award.

17. VINCENT VANDERPOOL-WALLACE

DIRECTOR-GENERAL, BAHAMAS MINISTRY OF TOURISM, NASSAU, BAHAMAS

How do you help an island paradise deliver on its promise to visitors? Vincent Vanderpool-Wallace understood that the Bahamas was much better at attracting tourists than at pleasing them once they arrived: "It's the experience, stupid."

18. DALE BRILL

DEAN OF E-COMMERCE, GENERAL MOTORS, DETROIT, MICHIGAN

Dale Brill teaches executives and dealers about the Internet for this industrial giant. His "eBoot Camp Experience" immersed 2,500 people in the power of the Net.

19. FREEMAN HRABOWSKI

PRESIDENT, UNIVERSITY OF MARYLAND, BALTIMORE COUNTY, BALTIMORE, MARYLAND

"When most people see young black men walking across a college campus, they are likely to think, 'There goes the basketball team.' We want them to think, 'There goes the chemistry honor society.' "

20. MICHAEL STOLARCZYK

MANAGING DIRECTOR, MAERSK SEALAND, PRAGUE, CZECH REPUBLIC

A small organization inside a vast company reinvents the business through speed, trust, accountability, and relationships. The result? Growth in division revenue from $18 million in 1998 to $40 million in 2000.

ANDREW FRENCH (VOGEL); ALISON SEIFFER (ELKELES); DENNIS KLEIMAN (TOOMEY); GREG CLARKE (ALLEN AND BURGESS)

21. JIM FRUCHTERMAN
CEO AND PRESIDENT, THE BENETECH INITIATIVE, MOFFETT FIELD, CALIFORNIA

Formula for takeoff: Marry the power of digital technology to the energy of "radical collaborators" who want to help people with disabilities, low incomes, and other difficulties. Each project is planned with high-tech discipline.

22. JOHN YEE
CHIEF MEDICAL OFFICER, VERITAS MEDICINE, CAMBRIDGE, MASSACHUSETTS

When it comes to developing new medicines, time is money. Veritas creates Web sites that make quick connections between companies looking for patients for clinical trials and people suffering from the relevant diseases.

23. JOHN WOOLARD
PRESIDENT, SILICON ENERGY CORP., ALAMEDA, CALIFORNIA

Energy deregulation has led to big advances—and a few catastrophes. Silicon Energy develops systems that help customers and utilities manage energy use and costs.

24. ANDREW OUDERKIRK
CORPORATE SCIENTIST, 3M, ST. PAUL, MINNESOTA

Let there be light! Andrew Ouderkirk is the creator of Multilayer Optical Films, which enhance the performance of laptop screens, windshields, and window glass for buildings.

25. JEFFREY HOFFSTEIN
CO-VICE PRESIDENT FOR RESEARCH, NTRU CRYPTOSYSTEMS INC., WALTHAM, MASSACHUSETTS

This small company (founded by a team of mathematicians) has a big goal: "to create the first substantially new form of cryptography in 20 years." The technology secures small devices such as cell phones, highway E-ZPass tags, and Exxon-Mobil's Speedpass cards.

26. NABIL MOUKHEIBIR
FOUNDER, CONNECTANCE INC., WASHINGTON, DC

It's hard to find the right cure if you make the wrong diagnosis. Connectance's software, called Consultations in Nephrology, helps physicians diagnose 113 kidney-related diseases. Nabil Moukheibir's prescription: "Leverage technology to reduce medical mistakes."

27
MAR HERSHENSON
CHIEF TECHNOLOGY OFFICER, BARCELONA DESIGN, SUNNYVALE, CALIFORNIA

Sure, it may be an ever-more-digital world, but analog chips still help make the world go 'round. During her graduate-student days at Stanford University, Mar Hershenson led a groundbreaking research project on a radical new way to automate the design of analog circuits—translating to productivity gains of 50 to 100 times. Barcelona Design is a promising startup that grew out of that research. It has attracted backing from some of Silicon Valley's top venture capitalists, including the legendary Pierre Lamond, and from some of the area's best-known executives, including Barcelona Design chairman Joe Costello, former president and CEO of Cadence Design Systems.

JIM GRAY
DISTINGUISHED ENGINEER, MICROSOFT, SAN FRANCISCO, CALIFORNIA

"THE SKY'S THE LIMIT! SKYSERVER IS DESIGNED TO BE THE LARGEST MAP IN THE HISTORY OF THE WORLD AND TO PUSH THE BOUNDARIES OF COMPUTING AT THE SAME TIME. IT'S A STATE-OF-THE-ART EXPERIENCE THAT DELIVERS ASTRONOMICAL DATA VIA THE WEB." **28**

CARL CASPERS

CEO AND COFOUNDER, TEC INTERFACE SYSTEMS, WAITE PARK, MINNESOTA

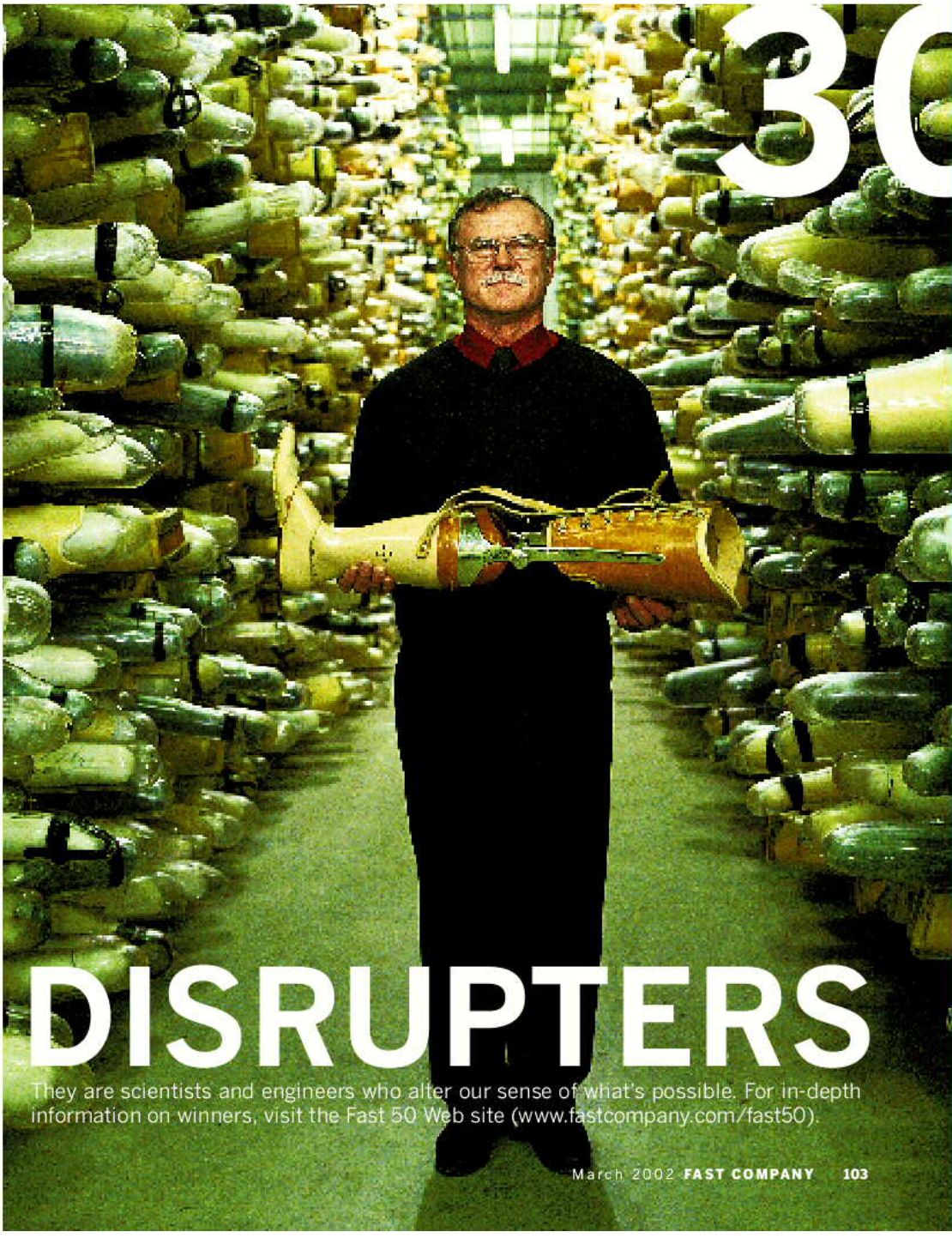
Carl Caspers is a technologist with a special connection to his market. As an amputee, he understands the limits of most prosthetic limbs. His company's Harmony System, released last year, is a breakthrough—a product that may well change the standard by which the medical community and amputees measure mobility and comfort.

LYNDA CLEMMONS

PRESIDENT AND COO, ELEMENT RE CAPITAL PRODUCTS INC., STAMFORD, CONNECTICUT

29 YOU CAN'T CONTROL THE WEATHER—BUT YOU CAN MANAGE THE BUSINESS RISKS ASSOCIATED WITH IT. FIVE YEARS AGO, LYNDA CLEMMONS AND HER COLLEAGUES PIONEERED THE FIRST WEATHER-OPTION TRADES AND POPULARIZED THE CONCEPT OF RISK MANAGEMENT FOR WEATHER. THE INDUSTRY IS NOW A $7.5 BILLION WORLDWIDE MARKET. IN 2001, ELEMENT RE MANAGED SOME $800 MILLION IN WEATHER RISK.

THE FAST 50



DISRUPTERS

They are scientists and engineers who alter our sense of what's possible. For in-depth information on winners, visit the Fast 50 Web site (www.fastcompany.com/fast50).

DIANA KOENIGSBERG (HERSHENSON); CHRISTOPH NIEMANN (GRAY); MICHAEL WITTE (CLEMMONS); THOMAS STRAND (CASPERS)

THE FAST 50

TRENDSETTERS

They are creative thinkers whose sense of style and power of persuasion change what our world looks like and how our products perform. For in-depth information on winners, visit the Fast 50 Web site (www.fastcompany.com/fast50).

ROBIN CHASE

CEO, ZIPCAR, CAMBRIDGE, MASSACHUSETTS

MORE MOBILITY, LESS POLLUTION. THAT'S THE IDEA THAT DRIVES ZIPCAR, A YOUNG COMPANY (IN BOSTON, WASHINGTON, DC, AND, NOW, NEW YORK) WITH BIG PLANS. IT PROVIDES "WHEELS WHEN YOU WANT THEM" TO MEMBERS

31

WHO GET ALL THE PERKS OF CAR OWNERSHIP WITHOUT ALL THE HASSLES. ZIPCAR HAS MORE THAN 1,600 MEMBERS WHO SHARE MORE THAN 100 CARS. THE COMPANY PAYS FOR GAS, INSURANCE, AND DEDICATED PARKING. MEMBERS PAY BY THE HOUR OR BY THE MILE TO DRIVE A VW JETTA, PASSAT, OR BEETLE OR A HONDA CIVIC.

DR. ERNIE BODAI

DIRECTOR OF BREAST SURGICAL SERVICES, KAISER HOSPITAL, SACRAMENTO, CALIFORNIA

32

As a doctor, Ernie Bodai has treated some 3,000 patients with breast cancer. But his most far-reaching effort to battle the disease involved marketing and design. In 1995, Bodai hit on a big idea: a postage stamp that would raise money for breast-cancer research. He lobbied for it until the Breast Cancer Research Stamp was issued in 1998. It became one of the most popular postage stamps of all time, selling more than 350 million.

SARAH SUSANKA

ARCHITECT, SUSANKA STUDIOS, RALEIGH, NORTH CAROLINA

"The Not-So-Big House is not just a house—it's a way of living. People can reject the showy, materialistic displays of status of 'trophy homes' in favor of personalized, sustainable homes with the charm of a previous era, designed for today's lifestyles."

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KATHLEEN DOOHER (CHASE); PETER STEMMLER (BODAI); CHRISTOPH NIEMANN (SUSANKA); HARRY BORDEN (BURNETT)

34

STUART BURNETT

CREATIVE DIRECTOR, PERSPECTIVES RED CELL, WEST LONDON, ENGLAND

"IDEAS HAVE BECOME THE NEW CURRENCY; SPEED-TO-MARKET IS THE NEW NIRVANA. BRANDS THAT SUCCEED THINK AND BEHAVE LIKE CHALLENGERS—EVEN IF THEY ARE LEADERS IN THEIR CATEGORY."

35. TORI STUART

PRESIDENT, ZÔE FOODS, NEWTON, MASSACHUSETTS

It's smart food: granola cereals and nutrition bars that meet the special needs of women. In just 18 months, these products have packed the shelves in 1,200 retail outlets.

36. NANCY LUBLIN

FOUNDER AND EXECUTIVE DIRECTOR, DRESS FOR SUCCESS WORLDWIDE, NEW YORK, NEW YORK

A simple idea with big results. More than 100,000 women in 70 cities (and four countries) have received suits from this group, which helps them transition into the workforce.

37. REGINA TAYLOR

SENIOR VICE PRESIDENT OF MARKETING, COLDWELL BANKER REAL ESTATE CORP., PARSIPPANY, NEW JERSEY

Regina Taylor championed the creation of Concierge Services, an Internet-based system that helps home buyers manage related parts of the process, from furnishing to landscaping.

38. MATT JOHNSTON

ECOMMERCE WEBSITE PRODUCER, HERMAN MILLER RED, NEW YORK, NEW YORK

Business style and substance. Bold colors and modern designs define this line of office furniture, which targets small businesses. It is sold in showrooms and through a well-designed Web site.

39. KENNEDY SMITH

DIRECTOR, NATIONAL MAIN STREET CENTER, NATIONAL TRUST FOR HISTORIC PRESERVATION, WASHINGTON, DC

Here's a welcome trend: Rescue downtowns from the effects of shopping malls and discount superstores. The strategy? Dream big, think small, and create a new future by embracing the charm of old buildings.

40. NATE BURGOS

DESIGN MANAGER, DATA, MORNINGSTAR INC., CHICAGO, ILLINOIS

The mutual-fund revolution is at the heart of the modern economy, and Morningstar is a leading source of data on mutual funds. But that data can be daunting—unless it is presented in easy-to-digest formats. Nate Burgos and his colleagues know how to do the numbers.

41

CRAIG KIELBURGER

FOUNDER, FREE THE CHILDREN, THORNHILL, ONTARIO

"MY BIGGEST CHALLENGE WAS MAINTAINING A SENSE OF HOPE IN THE FACE OF SO MUCH SUFFERING. THEN I THOUGHT ABOUT THE 300 SCHOOLS AND THE MEDICAL CLINICS WE BUILT."

PETER MURRAY & BETHANY ROBERTSON

COFOUNDERS, I DO FOUNDATION, WASHINGTON, DC

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You *can* have your wedding cake and share it too. The ingenious idea behind this new nonprofit group is to redirect some of the money that fuels one of the great extravagances of American life—the totally over-the-top wedding—to organizations that fight for social justice. Here's how it works: Couples who want to celebrate in a more meaningful way can register with the foundation and agree to patronize partnered companies, including retail stores, travel agencies, and invitation printers. A percentage of the money that couples spend with affiliated organizations goes to worthwhile causes. Now if the foundation could only do something about the Electric Slide.

43. MICROSOFT H.E.A.R.T. TEAM

MICROSOFT, REDMOND, WASHINGTON

In 1999, 35 Microsoft employees from nine countries created software to track and reunite refugees from the crisis in Kosovo—and then traveled there to register 13,000 people. The same concept was put into action after September 11.

44. DALE COLLIE

PRESIDENT, AMERICAN HUNGER RELIEF, INDIANAPOLIS, INDIANA

His mission: Get food quickly to people who need it—for free. This group distributes 7 million pounds of food a year in 19 states and has created jobs for more than 100 people distributing clothes and shoes in the Ukraine.

45. JOHN DAVIDSON

FOUNDER, FOUNDATION FOR GENE AND CELL THERAPY, LONDON, ONTARIO

Jesse Davidson was diagnosed at age 6 with a rare form of muscular dystrophy. His father, John, pushed Jesse in a wheelchair on "Jesse's Journey," a 2,000-mile trip across Ontario, then walked across Canada on a 286-day odyssey. He raised millions of dollars in the process.

46. A. H. MD. MAQSOOD SINHA & IFTEKHAR ENAYETULLAH

COFOUNDERS, WASTE CONCERN, DHAKA, BANGLADESH

The capital of Bangladesh has a serious problem with solid-waste disposal. Waste Concern runs neighborhood plants that convert garbage into compost, improving public health and creating jobs.

47. JESSE SAGE

ASSOCIATE DIRECTOR, iABOLISH.COM, BOSTON, MASSACHUSETTS

Some 30 million people still live in bondage. iAbolish.com makes savvy use of the Web to draw attention to slavery and to organize email campaigns to pressure companies and governments.

48. ALYSSA ROYSE

COFOUNDER, TWIN TOWERS ORPHAN FUND, SEATTLE, WASHINGTON

On September 13, 2001, PR professionals around the country launched a campaign that raised millions of dollars and created a registry of kids who lost parents in the September 11 attacks.

DEREK SHAPTON (KIELBURGER); ALISON SEIFFER (MURRAY AND ROBERTSON); DANIELA STALLINGER (VECCHIONE); GREG CLARKE (BORCHERT)

THE FAST 50

SOCIAL ENTREPRENEURS

They are dedicated innovators who are determined to tackle some of society's greatest challenges by embracing new ideas from the world of business. For in-depth information on winners, visit the Fast 50 Web site (www.fastcompany.com/fast50).

49 TOM VECCHIONE

VICE PRESIDENT AND DESIGN DIRECTOR, GENSLER ARCHITECTURE, DESIGN & PLANNING, NEW YORK, NEW YORK

Tom Vecchione, a senior executive at one of the world's most influential design firms, designed the Gensler Education Initiative—a partnership with academic, philanthropic, and cultural organizations such as the Smithsonian Institution's Cooper-Hewitt, National Design Museum. The goal: Use the power of design to expand the horizons of high-school students in New York City. Students develop ideas that they represent through collages, models, and storyboards. Design becomes a catalyst for learning and change.

50 JOHN BORCHERT

GENERAL MANAGER, THE ARRAY CORP./ PRISON BLUES CLOTHING LINE, PENDLETON, OREGON

"PRISONERS LEARN EARLY THAT THE WAY TO SURVIVE ON THE INSIDE IS TO KEEP A LOW PROFILE AND FOLLOW ORDERS. SADLY, THAT'S THE LESSON THAT WORKERS IN MOST BUSINESSES LEARN. I'M PROUD OF WHAT I DO. I WORK IN A PRISON, AND I'M MORE FULFILLED THAN EVER."