



# Ernst & Young World Entrepreneur Of The Year®

5-9 June 2013 | Monte Carlo



# Congratulations!

**Hamdi Ulukaya**

Ernst & Young World Entrepreneur Of The Year® 2013  
Chobani, Inc. | Founder, President and CEO



# Hamdi Ulukaya US

When it comes to making yogurt, Turkish-born entrepreneur Hamdi Ulukaya has the magic touch. Chobani Greek Yogurt, which he launched in 2007, is already the best-selling brand of yogurt in the US. Made using a centuries-old technique of straining to remove excess liquid, it comes in a wide range of flavors from plain to mango, passion fruit and strawberry banana.

Hamdi was born into a dairy-farming family in eastern Turkey, but he moved to the US in 1994 to learn English and attend business school. He never finished business school. Instead, he started making feta cheese in upstate New York in 2002 after his father visited and complained about the quality of the cheese on sale.

## Friends aren't always right

Three years later, Hamdi bought a closed-down yogurt factory, despite being advised against it by friends, and founded his company Chobani. He started out with five employees, and it took a year and a half to develop the product.

In 2009, Hamdi signed a major deal with leading US grocery wholesaler Costco, and today Chobani's annual sales are

approaching US\$1b. It has a workforce of more than 2,200 people and sells its products in Australia and the UK, as well as in the US. Chobani's newest US manufacturing facility is the largest yogurt factory in the world.

## Another American dream comes true

As an immigrant, Hamdi believes in embracing change and improving communities, so 10% of Chobani's profits are donated to the company's charitable foundation, Shepherd's Gift Foundation. The company is an official sponsor of the US Olympic team, and its corporate philosophy is "Nothing but good."

## Chobani at a glance

Annual sales: **US\$1 billion**

Employees: **2,200**

Charitable donation: **10% of profits**

Corporate motto: **Nothing but good.**

"The US is an amazing country that welcomes so many people from around the world and provides opportunities for everyone."

Hamdi Ulukaya

"The World Entrepreneur Of The Year award is by entrepreneurs for entrepreneurs. They are judged by a panel of their peers and past winners."

"These entrepreneurs had 100% revenue growth and 40% employment growth over the past three years. They are the men and women who create jobs, support communities and build economies."



**Maria Pinelli**  
Ernst & Young  
Global Vice Chair, Strategic  
Growth Markets

## What's an entrepreneur made of?

Great minds, powerful ideas, vision and passion – they have them in abundance. That's why we asked these seven distinguished individuals to select the Ernst & Young World Entrepreneur Of The Year 2013. Because it takes one to know one.



Ernst & Young World Entrepreneur Of The Year 2013 judging panel:

Hüsni M. Özyeğin, Özyeğin Foundation; Rodrigo Herrera, Genomma Lab Internacional; Sheila C. Johnson, Salamander Hotels and Resorts; Liam Casey, PCH International; Daniel Novegil, Ternium; John Spence, The Karma Royal Group; Dr. James Mwangi, Equity Bank Limited

# 2012 country winners



## Argentina

### Martín Migoya

Chief Executive Officer  
Globant

Martín Migoya founded software company Globant in 2003 with just US\$5,000. His goal was to build a company that would position Argentina as a powerhouse in the Latin American technology industry. Today, Globant is one of Latin America's leading software providers and serves a largely international client base. It works for some of the world's biggest companies and exports over 95% of its turnover to the US and England. Among the products and services that it offers are cloud computing, content management systems, data management, digital marketing, e-commerce applications, game design, game testing and mobile applications. It has revenues of US\$130m, employs more than 3,200 people and has development centers in the most important cities in Argentina, as well as in Colombia, Uruguay and the US.



## Australia

### Anthony Podesta

Founder  
McMillan Shakespeare

In 1989, Australian entrepreneur Anthony Podesta, a former schoolteacher, launched an outsourced salary packaging service in response to the then recently introduced Fringe Benefits Tax (FBT) regime in Australia. Recognizing that the FBT, a tax levied on non-cash benefits provided by an employer, could bring significant commercial benefits to businesses and their employees, Anthony built a business that today combines salary packaging services with vehicle leasing and fleet management, as well as financing, insurance and other related services. Along with growing the business, Anthony has helped to shape the legislative landscape in Australia. As a result, some 3 million employees who work under awards and enterprise agreements are also able to participate in flexible salary packaging arrangements.



## Austria

### Dr. Christoph Guger

Founder and  
Chief Executive Officer



### Dr. Günther Edlinger

Founder and  
Chief Executive Officer  
Guger Technologies

Guger Technologies (g.tec) is a market leader in the field of "brain-computer interface" systems, which provide real-time processing of brain signals, converting them into control and communication signals. Such technology has been responsible for considerable advances in patient care, even allowing paralyzed people to communicate through Twitter by using only their brain signals. G.tec was the brainchild of two post-graduate students, Dr. Christoph Guger and Dr. Günther Edlinger. They founded g.tec in 1999 to take their research into the marketplace with the world's first system that allowed patients to write and control electronic devices just by thinking. This innovation is also displayed in their company's corporate culture, with great value placed on employees working independently and in teams.



## Belgium

### Guido Vanherpe

Chief Executive Officer  
La Lorraine Bakery Group

Persistence and pride best sum up Guido Vanherpe's passionate approach to growing his family business, which aims to deliver high-quality bread at affordable prices. La Lorraine Bakery Group (LLBG) has grown 14% year on year for the past 15 years, although the story could have been very different. In 2008, a fire destroyed one of LLBG's bakeries, but Guido saw this as an opportunity to rebuild and become stronger. From its internationalization 20 years ago, the business now has 2,600 employees. It is Belgium's leader in the fresh baked goods market, delivering bread daily to 1,500 supermarkets. Guido puts entrepreneurial success down to two common threads. The first is persistence: guts and passion can overcome major setbacks. The second is pride: the passion to be best. LLBG's managers are proud of their skills and of their team.



## Brazil

### Marco Stefanini

President and  
Chief Executive Officer  
Stefanini IT Solutions

Geology graduate Marco Stefanini is one of the biggest names in outsourcing thanks to the eponymous company he founded in 1987, initially to provide IT training services. Stefanini IT Solutions has evolved into an outsourcing giant that has more than 17,000 employees across 31 countries and target revenues of US\$1.2b for 2013. The company's portfolio of services includes help desk support, business process outsourcing and IT consulting. Marco has made a significant contribution to the outsourcing industry. He founded the Brazilian Association of Software and Services for Export (BRASSCOM) in 2004. Industry news website Nearshore Americas named him as one of the most influential executives in the Latin American outsourcing industry, ranking him on its "Top 50 Power Rankings" list in 2010 and 2011. In 2012, he was inducted into the International Association of Outsourcing Professionals' Hall of Fame.



## Canada

### Dr. Alan Ulsifer

President and  
Chief Executive Officer  
FYidoctors

Every successful entrepreneur has a vision, but Dr. Alan Ulsifer's is clearer than most. As President and Chief Executive Officer of FYidoctors, his goal was to turn independent optometrists, who lack the advantages of large chains, into powerful market forces with patient care at the forefront. Very quickly, this idea turned into Canada's largest independent eye care provider. His cooperative model combined many small companies into one and transformed Canada's eye care industry. The company now has over 100 locations, more than 250 doctors and 1,200 employees. Each primary location has access to state-of-the-art diagnostic equipment, exclusive custom lens manufacturing and a wide selection of frames. For patients, this means a winning combination of quality and value. For eye doctors, it means having the tools to provide exceptional care.



# Ernst & Young World Entrepreneur Of The Year®



## Chile

### Jorge Pacheco

Founder and  
Chief Executive Officer  
Empresas Marítimas  
Oxsean S.A.

Jorge Pacheco was born into a peasant family on Isla Tenglo, an island opposite the harbor town of Puerto Montt in southern Chile. Sensing that his future lay in the sea and not on the land, he started working with his brother Ivar at the age of 14, first as a fisherman and then as a shellfish diver. He combined work with his studies at a local Chilean-German industrial school and began to dream of becoming an entrepreneur. When he was 26, he founded fishing and diving company Oxsean with Ivar. Since its formation in 1977, Oxsean has grown to become a major provider of maritime services and an employer of more than 500 people. Its main activities include rescue of ships in distress, professional diving, cleaning and inspection of vessels and refloating of sunken ships.



## China - Hong Kong

### Michael Wu

Chairman and  
Managing Director  
Hong Kong Maxim's Group

Michael Wu's vision, hard work and passion for the catering industry were developed when he joined Hong Kong Maxim's Group in 1992, after graduating from Brown University. Michael spearheaded the transformation of the group from a chain of Chinese restaurants, fast food and bakery shops to a diversified catering company, which includes restaurants, coffee shops and catering services. Hong Kong Maxim's Group runs more than 760 outlets, while operating catering services at 11 airports in China through joint ventures. Michael's intuition and enthusiasm for the industry helped him to establish a line of contemporary restaurants called m.a.x. concepts in 1998, and in 2000, he introduced Starbucks to Hong Kong. Michael plans to leverage the group's existing networks and experience in Southern China to extend its overall presence in China.

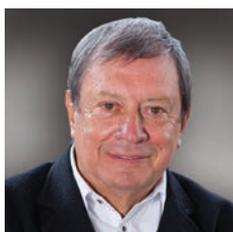


## China - Mainland

### Dr. Ma Weihua

Executive Director,  
Bank President and  
Chief Executive Officer  
China Merchants Bank Co., Ltd.

In 1999, Dr. Ma Weihua became President of China Merchants Bank. At one point, the bank had just RMB100m in capital, a single branch in a remote location of Shenzhen, and around 30 employees. Under Dr. Ma's leadership, however, China Merchants Bank has achieved tremendous growth, becoming the sixth largest commercial bank in China, with net capital exceeding RMB200b, total assets of more than RMB3t, over 900 branches and almost 50,000 employees. Dr. Ma's business philosophy is based on meeting customers' needs and pursuing innovation. In 1999, China Merchants Bank launched online banking in Mainland China and introduced all-in-one debit cards and all-in-one internet banking services. Dr. Ma is also responsible for launching Mainland China's first dual-currency credit card and the first wealth management product aimed at high-net worth banking customers.

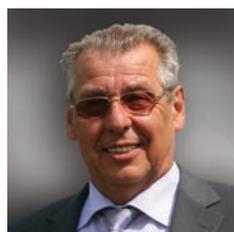


## Colombia

### Mario Hernández

Founder and President  
Marroquinera

Throughout Colombia, Latin America and internationally, Mario Hernández is synonymous with high-quality fashion. But his reputation is one that has been built over more than 40 years of hard work. In 1978, Mario acquired Marroquinera, a factory that had just 10 machines and 10 employees. By 1981, he had turned around the business by seeking out the very best materials and skilled labor to create beautiful and versatile fashion goods, which were finished to a high standard and captivated the market. Today, Mario manufactures leather goods for brands such as Christian Dior by following the Italian technique and using state-of-the-art facilities. Marroquinera has some 500 employees as well as partnerships and manufacturing operations in Colombia, Brazil, China and Italy. By 2016, he expects his existing network of 45 stores to grow to more than 130.



## Czech Republic

### František Piškanin

Founder  
HOPI s.r.o.

From humble beginnings, František Piškanin has shown how drive and determination can be harnessed to grow an idea into a multinational business. Over 20 years, his business has expanded from a small grocery shop in Karlovy Vary, in the Czech Republic, to become one of the largest logistics and transport groups in Central and Eastern Europe. His aim was to provide comprehensive, quality services to both international chains and production companies. Today, the HOPI group employs more than 3,300 people in the Czech Republic, Hungary, Poland, Romania and the Slovak Republic and has plans to start a business in Austria. Despite its success, the company remains a purely Czech family firm. František's sons also work for the company, and he believes this family approach, combined with unique know-how, gives his company a competitive advantage.



## Denmark

### Jan Jacobsen

Chief Executive Officer



### Anders Østergaard

Chief Executive Officer  
Monjasa

With just two computers and a telephone, Jan Jacobsen and Anders Østergaard launched Monjasa 10 years ago. It has since become one of the world's leading suppliers of marine petroleum products, fueling the majority of the world's commercial fleet. Monjasa's core services include all aspects of bunkering, lubricants and oil cargo, trading and offshore activities. They are managed by a team working from offices in Dubai, Singapore, New York and Monjasa's home country of Denmark. Jan and Anders' concept is to find niches in a highly competitive market, and they have strategically positioned the company for growth in the oil industry, constantly looking to capture market share from opportunities that arise in new and existing markets.

# 2012 country winners



## Estonia

### Dr. Ruth Oltjer

Owner and  
Chief Executive Officer  
Chemi-Pharm AS

When Dr. Ruth Oltjer used to work as a doctor in different hospitals, she suffered disturbing allergies due to the disinfectants she was using on a daily basis. She decided to look for allergen-free alternatives, initially sourcing products from England. Word of mouth created such demand that, in 1997, Dr. Oltjer set up her own company, Chemi-Pharm AS, to make importing the products easier. In 2000, the company began production in Estonia. Year on year, production volumes have increased, while export markets have expanded and product variety has been enriched. Today, the company has 5,000 customers and more than 100 different products that meet the highest local and European Union standards. In addition to disinfectants, the company also produces cleaning and maintenance agents and cosmetics. Dr. Oltjer is the first woman to win the Ernst & Young Entrepreneur Of The Year Award in Estonia.



## Finland

### Kim Väisänen

Founder and  
Chief Executive Officer  
Blanco Group

In just 15 years, Kim Väisänen has grown a small start-up company to become a market leader and global pioneer in data erasure and computer reuse, with millions of users around the world. The idea was born when a Finnish hospital accidentally sold a PC containing the medical records of 3,000 patients, leading Blanco to develop a 100% secure data erasure tool. Today, Blanco has a network of 16 international offices and partners in Europe, Asia, Australasia, the Middle East and North America. Blanco is proud of the ecological impact that it has had by enabling the reuse of millions of IT assets. Its unique software can erase data from all types of IT assets, from smartphones to the high-end storage technology found in data centers.



## France

### Jean-Luc Petithuguenin

Chief Executive Officer  
Paprec Group

Jean-Luc Petithuguenin's belief in the recycling revolution has driven him to become one of the leading recycling entrepreneurs in Europe. His business philosophy is that waste is tomorrow's raw material, and that saving global resources is as much a necessity as it is a personal passion. When Jean-Luc became Chief Executive Officer of Paprec in 1995, it had just 45 employees. Today, its workforce is greater than 3,500, and turnover has grown from US\$6.4m to US\$930m over those 18 years. Now one of France's leading independent recyclers, Paprec has multiplied the tonnage it recycles by 100 so that last year it processed 5 million tons of waste. The number of sites has increased by 80 and the number of plants by 50.



## Germany

### Sven Bauer

Chief Executive Officer  
BMZ Batterien Montage-  
Zentrum-GmbH

Engineer Sven Bauer is the driving force behind BMZ, a specialist producer of rechargeable battery packs. BMZ's products are sold worldwide for use in electric bicycles, electric cars, portable medical equipment, power tools and toys. Sven co-founded BMZ in 1994 with two partners, but he is now the company's sole owner. Under his guidance, BMZ has become a leader in the rapidly expanding lithium-ion battery market. As a self-confessed battery enthusiast, Sven likes to share his passion with others. He gives lectures on the subject of battery technologies at industry forums. He has also taught on the topic of modern accumulators (energy-storing devices) at the University of Applied Sciences in Aschaffenburg, northern Bavaria.



## India

### Adi Godrej

Chairman  
Godrej Group

Adi Godrej joined his family's business in 1963, armed with vision, an entrepreneurial outlook and a management degree from Massachusetts Institute of Technology. At the time, the Godrej Group had revenues of US\$20m, but Adi has since built the group into a US\$4b organization with 28,000 employees and a presence in 60 countries. It is now one of India's most trusted and successful brands with interests in real estate, industrial engineering and appliances, among others. Central to the group's transformation has been the rapid growth of the Indian consumer market, which Adi accurately predicted. He restructured and diversified the group to capitalize on the opportunities that growth presented and has steered it to market leadership positions in most of its businesses.



## Indonesia

### Budiarto Halim

Chief Executive Officer  
PT Erajaya Swasembada Tbk.

Budiarto Halim envisioned the impact that the telecommunications revolution would have in Indonesia. The country has a large population, which requires good communication services. From a single retail outlet that started out selling cell phones in 1996, his company has grown to 400 outlets, with 93 distribution centers serving more than 20,000 third-party retailers. The business now has one-third of the market. Budiarto pursued a partnership with Google to establish the first Android Nation Store in the world. In 2011, he also took the strategic decision to change the business from being a single-brand distributor to one partnering with 11 brands. In 2012, Budiarto spearheaded the acquisition of iBox, a leading Apple premium chain store. He also developed the first megastore in Indonesia that provides a one-stop shop for mobile devices and services.



# Ernst & Young World Entrepreneur Of The Year®



## Ireland

**Dr. Edmond Harty**  
Chief Executive Officer  
and Technical Director  
Dairymaster

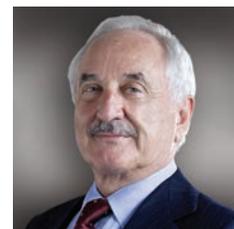
By harnessing the power of technology and applying his learning from nature, Dr. Edmond Harty has created a company dedicated to making dairy farming more profitable, enjoyable and sustainable. For example, Dairymaster's milking machines milk the way nature intended by replicating what a calf does. The process leads to more efficient milking and better udder health. The company has also devised a necklace-type device worn by cows to monitor fertility, using the same technology used in rockets. Milk tanks, feeding systems and manure-handling equipment also feature this unique combination of technology facilitating nature. To date, Dr. Harty has filed more than 45 patent applications. The company currently employs 300 staff in its global headquarters in Kerry, Ireland, with a further 25 staff overseas and more than 600 service personnel around the world.



## Israel

**Eyal Waldman**  
Chairman, President and  
Chief Executive Officer  
Mellanox Technologies Ltd.

As founder of one of the leading suppliers of InfiniBand and Ethernet products and services, Eyal Waldman has built a business that goes beyond technical, financial and quality achievements. InfiniBand is a communications link system used in high-performance computing and data centers, linking processors with high-speed peripherals. Mellanox Technologies, founded in 1999, has developed this technology so it can deliver data faster. But it is the way in which Eyal has built his business that makes him stand out. He has brought together teams of Israeli, Palestinian, American and Asian engineers to work together. Eyal's philosophy is that "managers work for the employees" – in other words, managers are responsible for making sure that the employees understand what their tasks and priorities are, that they feel good in the company and that they have the appropriate working conditions.



## Italy

**Alberto Bombassei**  
President  
Brembo S.p.A.

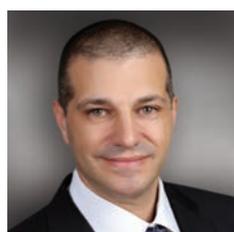
Aston Martin, Bentley, BMW, Bugatti, Daimler, Ducati, Ferrari, Harley-Davidson, Lamborghini and Porsche – some of the greatest, most prestigious vehicle marques in the world. They all have at least one thing in common. They all use brake products produced by Brembo, a company that can trace its history back to when Alberto Bombassei's father founded his business in a small workshop more than 50 years ago. Alberto was just 20 years old at the time, but over the subsequent half-century, he has helped to develop the business into what it is today: a fully fledged multinational company. It has operations in three continents and 22 countries, as well as a workforce of nearly 7,000. Its products are marketed in 70 countries around the world, helping to create a turnover of more than €1.38b in 2012.



## Japan

**Dr. Hiroshi Matsumura**  
Chairman  
Dental Corporation  
Tokushinkai Group

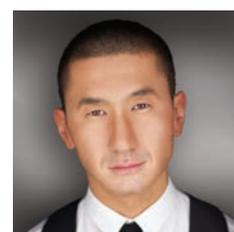
At the age of 28, Dr. Hiroshi Matsumura started with just three dental chairs and six staff. But he was determined to create a dental health group that could better respond to the diverse needs of patients based on his philosophy that "medical care is a human endeavor." He combined high-quality staff training with state-of-the-art equipment and facilities in pursuit of a mission to train dental staff to treat patients with humanity, dignity and concern, while always remaining professional. He also established the Tokushinkai business model, which relies on team management to provide high-quality care and services through excellent coordination between a decision-making body and individual clinics. Today Dental Corporation Tokushinkai Group operates in 10 countries through 65 dental clinics, technical centers and management departments that treat 840,000 patients a year.



## Jordan

**Akram Khreis**  
Chief Executive Officer  
International Beverages  
Consultancy (IBC) Group

The beverage business has served Akram Khreis well. His business empire consists of three companies that provide infrastructure support to the food and beverage industry. They undertake a range of activities including the installation of bottle-filling lines at beverage plants, carbon dioxide production and the blowing of polyethylene terephthalate, a product used to make bottles. Together, the three companies that Akram co-owns – Original Chem, International Beverages Consultancy and K&S Elektroanlagen GmbH – are a major force in industrial-grade infrastructure services. The group has a dominant market share in the Middle East and North Africa, while its impressive portfolio numbers over 170 projects in 38 countries. According to Akram, it's not enough for entrepreneurs to think up bright ideas. To succeed, they must also follow their goals with passion and look for opportunities in challenging times.

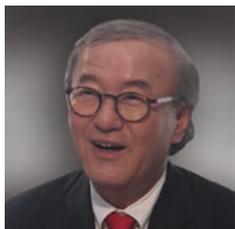


## Kazakhstan

**Askar Baitassov**  
Managing Director  
AB Restaurants

Askar Baitassov has overseen the rapid expansion of AB Restaurants since he inherited his first restaurant from his parents five years ago. He had a vision of creating a chain of stylish eateries across Kazakhstan that would make a cultural and social impact on city life. In the past three years, the company's headcount has doubled to 1,000 employees, while revenue has multiplied by two and a half times. The chain has expanded throughout the country and has plans to expand into neighboring Russia. It has also launched its own brewery and bakery – as well as a culinary studio for customers who are also budding chefs. AB Restaurants specializes in international cuisine; some restaurants are family-oriented and geared toward large groups, while others are perfectly designed for more intimate dining.

# 2012 country winners



## Korea

**Yoon Soo (Gene) Yoon**  
Chairman and Chief Executive Officer, FILA Global  
Chairman, Acushnet Company

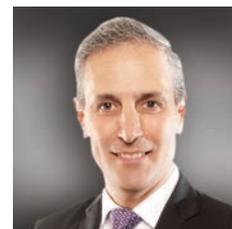
It's been more than five years since Yoon Soo (Gene) Yoon made a move to lead subsidiary FILA Korea's takeover bid for FILA Global. The acquisition saw Yoon Soo (Gene) become the Chairman and Chief Executive Officer of a sports brand business that stretches into 70 countries around the world and achieved revenues of US\$1.87b in 2012. Yoon Soo (Gene) then demonstrated his M&A credentials again in 2011 when he led the acquisition of the US\$1.38b-revenue business of leading golf equipment maker Acushnet Company, owner of Titleist golf balls and FootJoy golf shoes. A year earlier, Yoon Soo (Gene) had taken FILA Korea public on the Korean Stock Exchange. Such has been his success with the FILA brand that Yoon Soo (Gene) has been awarded honorary citizenship of FILA's hometown of Biella, Italy.



## Malaysia

**Dr. Chia Song Kun**  
Group Managing Director  
QL Resources Bhd

Dr. Chia Song Kun was born the fourth of 15 children of a subsistence fisherman. He has built QL Resources to become a sustainable and scalable multinational agro-food corporation with a market capitalization of over US\$800m. In its 25-year history, the company has delivered uninterrupted earnings growth with a compound annual growth rate of 25% by developing an integrated business model that adds value to primitive economic activities in coastal villages, such as fishing, agriculture and livestock farming. Today, QL is among Southeast Asia's largest egg producers and fish paste manufacturers, and it is building a presence in the sustainable palm oil sector with activities including milling, plantations and biomass energy. QL stands for "Quan Li," which means "value for all" in Mandarin. This philosophy encapsulates both Dr. Chia's entrepreneurial spirit and QL's founding principle.



## Mexico

**Lorenzo Barrera Segovia**  
Founder and  
Chief Executive Officer  
Banco BASE

Lorenzo Barrera Segovia was 27 when he founded a foreign exchange firm to serve companies in Monterrey in 1986. More than 25 years later, that firm has evolved into Banco BASE, a commercial bank that offers a diverse range of services including loans, hedging instruments and investment in money market funds. Robust strategic planning and active shareholder involvement have been instrumental to the bank's growth over time. Lorenzo focuses on the long term and sets clearly defined goals and objectives. He also has an experienced management team that stays at the forefront of technological and product change within the banking industry. Lorenzo's advice to would-be entrepreneurs is to "dare and be creative, and don't be afraid of making mistakes." He also believes it's important to capitalize on the opportunities presented during times of crisis.



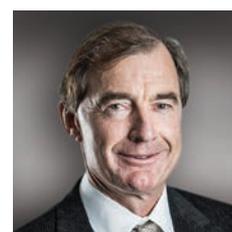
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## Netherlands

**Paul Nijhof**  
Chief Executive Officer  
RFS Holland Holding B.V.

Paul Nijhof is the driving force behind RFS Holland Holding's transformation and continuous expansion. It has evolved from a catalog to online retailer with products in the categories of consumer electronics, entertainment, fashion, health and beauty, home and garden, household appliances, and sports and leisure. The company's significant growth rate, awards and media interest are a testament to Paul's visionary leadership. He sets the tone, instills team spirit and places great value on cooperation. The RFS strategy has been to build on its leadership in online shopping through the organic growth of existing formats, acquisitions and strategic alliances with renowned retailers. With a total workforce of 830 full-time employees, RFS Holland Holding saw revenue increase 12% in 2012 to hit €550m (US\$700m), making it the largest online retailer in the Netherlands and eighth largest in Europe.



## New Zealand

**Craig Heatley**  
Serial Entrepreneur  
Heatley Group

Craig Heatley, New Zealand's most prominent serial entrepreneur, is the driving force behind a New York-based global sports and entertainment business. US-registered 818 Sports and Entertainment LLC draws heavily on Craig's experience honed during his years as founder of New Zealand's biggest start-up – Sky Network Television. Craig's global influence extends to Augusta National, the world's most prestigious golfing organization. He is a member of its executive committee, Chairman of the Masters media committee and the only member from Australasia. His first venture began at the age of 22. It was a mini-golf site in Taupo, which grew into the NZ\$600m Rainbow Corporation and employed more than 7,000 people when he sold it eight years later. His many ventures include establishing Sky, which is New Zealand's eighth largest publicly listed company, employs more than 1,000 people and has a market capitalization of NZ\$2b.

**Who will amaze  
us next?**  
ey.com/weoy



# Ernst & Young World Entrepreneur Of The Year®



## Nigeria

### Aliko Dangote

President and Chief Executive  
Dangote Industries Ltd.

Aliko Dangote's strong entrepreneurial streak was evident even as a child when he made profits from investing his pocket money. However, the Nigerian tycoon's business career really took off in 1977 after he borrowed NGN500,000 (around US\$3,000) from his uncle and used it to start trading in cement. He was so successful that he repaid that loan within three months instead of the two-year period that had initially been agreed. Before long, Aliko was also trading in sugar and flour, and by the early 2000s, he was producing both of these commodities as well as cement. Now Dangote Group, the company Aliko founded in 1981, is the biggest publicly listed conglomerate in West Africa with operations in 14 countries. A renowned philanthropist, Aliko donated US\$26m to victims of flooding in Nigeria in November 2012. He is also a member of the World Economic Forum.



## Norway

### Harald Ulrik Sverdrup

Executive Chairman  
K.A.Rasmussen

Harald Sverdrup is a fifth-generation descendant of Knut Andreas Rasmussen, the goldsmith who launched his eponymous business in Oslo in 1872. The group is one of the world's largest suppliers of precious metals to industry and the jewelry crafts business, and it has manufacturing facilities in Norway and Sweden as well as operations in six other countries. Among the items it manufactures are industrial catalysts, silver cutlery and alloys for use in dental products such as fillings. In 2002, Harald became a co-owner of K.A.Rasmussen, which is a private company, and he joined the management team five years later. Since then, he has played a major role in driving the group's impressive growth. Operating profits in 2011 were NOK75.2m, up 55% on the previous year.



## Philippines

### Jaime I. Ayala

Founder and President  
Hybrid Social Solutions, Inc.

Jim Ayala is a social entrepreneur on a mission: to boost his country by providing remote villages across the Philippines with innovative, solar-powered products and services that enable them to climb out of poverty. So Hybrid Social Solutions, Inc. (HSSI) works with a national network of partners to distribute solar equipment. To date, over 45,000 people have benefited from HSSI's initial range of solar lighting and charging products. Families have enjoyed a 25% rise in their household income because fishermen have used lamps to attract fish while farmers have warded off bats and other crop-reducing pests. Shopkeepers and contract workers have increased their earnings through extended working hours. By giving Filipinos in remote villages a means to achieve their potential, Jim feels he is making an important contribution to his country's efforts to catch up with its more prosperous Asian neighbors.



## Poland

### Ewald Raben

Chief Executive Officer  
Raben Group

After quitting the University of Rotterdam, Ewald Raben opened a branch of his Netherlands-based family business in Poland in 1991 with just 12 employees. Today, the Polish branch is the headquarters of a multinational logistics operator. In 2002, Ewald founded another company, Fresh Logistics, which provides a refrigerated transport service and controlled-temperature warehousing facilities for fresh products. He has also established Raben companies in nine countries as part of the group's vision to become a leader everywhere it operates. Under Ewald's leadership, the company established modern logistics in Central and Eastern Europe. He believes that to deliver quality service, it is necessary to invest in state-of-the-art tools. Today, Raben Group has a European network of over 130 terminals and distribution centers and approximately 1 million square meters of warehouse space.

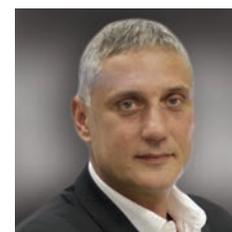


## Russia

### Andrey Romanenko

Chairman of the Board  
QIWI Group

At just 33 years old, Andrey Romanenko is already one of Russia's most successful entrepreneurs. His background is in information technology, and over the past decade he has transformed a number of businesses from start-ups into market leaders. QIWI Group is his biggest success to date. It offers an online payment system called QIWI Wallet, which allows consumers to pay easily and securely for goods and services around the world. Since its launch in 2004, QIWI Group has grown from being a small start-up into a major payment provider, offering its digital wallet service in seven countries – Belarus, Brazil, Kazakhstan, Moldova, Romania, Russia and the US. Its revenues exceed US\$200m, and it collaborates with multinational brands including Apple, Skype and Visa.



## Serbia

### Darko Budeč

Founder  
BUCK d.o.o.

Darko Budeč is an electrical engineer with a love of interior design. In 1992, he had the idea of combining his passions by setting up a company that produces lighting fixtures and delivers lighting solutions. BUCK creates innovative and energy-efficient lighting for a vast range of environments, and it has won 13 design and business awards to date. BUCK's motto is to "sell solutions, not lamps," which explains its quest for continual innovation. It aims to create lighting that surpasses global standards in design, technology, energy saving and durability, and it is already working with materials that will not be in widespread commercial use until 2014 and 2015. Darko is an advocate of the Japanese style of leadership, which involves creating a sense of belonging and encouraging employees to participate in decision-making processes.

# 2012 country winners



## Singapore

### John Lim

Group Chief Executive Officer  
ARA Asset Management  
Limited

Real estate tycoon John Lim has climbed to the top of the Singaporean business world after setting up ARA Asset Management in 2002, when he was 46. A pioneer in establishing real estate investment trusts in Singapore and Hong Kong, ARA currently has nearly US\$18b in assets under management. It is also affiliated to Cheung Kong Group, the multinational conglomerate founded by Hong Kong business magnate Li Ka-shing. During its early years, ARA had to battle against the market fallout from 9/11 and the SARS epidemic. But John persevered and transformed what was a four-person team into a corporation with more than 1,000 employees in 12 cities. ARA has recorded year-on-year revenue growth since 2007 and boasts one of the strongest balance sheets among its peer group. It has virtually zero debt and assets of more than US\$200m.



## Slovak Republic

### Vladimír Levársky

Chief Executive Officer  
OMS, spol. s r.o.

In 1995, former math teacher Dr. Vladimír Levársky founded lighting company OMS with six staff members and start-up capital of just €17,000 (equivalent). Today, OMS is one of the world's leading names in lighting, distributing its goods to 122 countries around the globe. It manufactures interior and exterior light fittings that are suitable for banks, hotels, hospitals, offices and sports stadiums, among other commercial uses. OMS employs more than 1,050 people, has annual revenues of approximately €73m and boasts 92,600 square meters in production facilities. Around 98% of the company's products are exported, and it has built up strong international brand recognition by sending representatives to presentations, conferences and events around the world. In 2011, OMS won the Slovak Republic's National Design Prize.

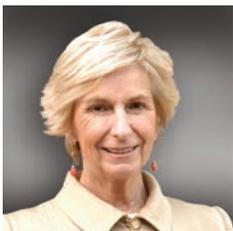


## South Africa

### Siphon Nkosi

Chief Executive Officer  
Exxaro

When Siphon Nkosi founded coal mining company Eyesizwe Holdings and Coal in 1999, he set himself a few important goals. At the time, few black executives in South Africa were running successful businesses that they themselves had launched. But having grown up in what he describes as a "divided and underprivileged society," Siphon was determined to become a role model for his own son and others. He also dreamed of creating a mineral extraction giant based in South Africa, which would help the African continent to earn the respect of the world. Under his leadership, Eyesizwe grew rapidly and merged with Exxaro, and today the company has a turnover of US\$1.4b and employs more than 7,500 people. Over 15% of its shareholders are international, and it has operations on four continents.



## Spain

### María del Mar Raventós Chalbaud

President  
Grupo Codorníu

María del Mar Raventós Chalbaud has the distinction of being a great-granddaughter of Josep Raventós Fatjó, the man who uncorked the first bottle of sparkling wine in Spain in 1872. She is a descendant of the Codorníu family, which began making wine in the Penedès region around Barcelona in 1551. Today, Codorníu is the world's largest producer of bottle-fermented sparkling wine, known as cava, which is made in the traditional way that champagne is produced. Mar, as she likes to be known, joined the group in 1976 as head of its shareholders department. She was appointed Company President in 1999. Since then, she has presided over expansion and internationalization. Mar also has overseen significant product innovations – for example, Codorníu launched the first 100% Pinot Noir rosé cava in 2004.



## Sweden

### Peter Gunnar Bronsman

Founder and  
Chief Executive Officer  
Kopparbergs Bryggeri AB

Kopparbergs Bryggeri is a well-established brewery dating back to 1882, but it was teetering on the edge of bankruptcy when Peter Bronsman bought it in 1994. Not only did the Gothenburg businessman rescue it, he transformed it into Sweden's largest brewing company and revitalized the world's fruit cider market in the process. The company exports its fruit cider and lagers to more than 30 countries and boasts turnover of almost SEK2b. Peter masterminded this growth by developing a sweeter cider and a wide range of flavors. Today, Kopparberg Cider is the world's best-selling pear cider, and the company's lager was awarded "Best European Lager" at the World Beer Cup in San Diego in 2008. Peter aims to continue the company's success in all markets by producing high-quality products, creating new flavors and finding fresh niches.



## Switzerland

### Dr. Riccardo Braglia

Chief Executive Officer  
Helsinn Holding SA

Helsinn is a family-owned chemical and pharmaceutical company based in the southern Swiss city of Lugano. Dr. Riccardo Braglia has been its Chief Executive Officer since 2007, when he took over from his father, Gabriele, who founded the company in 1976. The group manufactures and markets medicines for use in oncology and gastroenterology, specifically anti-inflammatory and analgesic drugs that treat the side effects of cancer therapies. Under Dr. Braglia's leadership, Helsinn has adopted a unique business model based on the in- and out-licensing of pharmaceuticals. It in-licenses new drugs that are in early- to late-stage development from large pharmaceutical companies. It then takes them through pre-clinical and clinical studies, and the process known as chemistry, manufacturing and control, until the medicines have gained worldwide market approval. The group then out-licenses the products to its network of local pharmaceutical partners.



# Ernst & Young World Entrepreneur Of The Year®

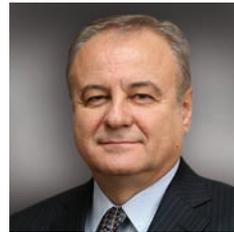


**Taiwan**

**Franz Chen**

Founder and  
Chief Executive Officer  
Franz Collection Inc.

Chinese porcelain with a 21st-century twist is the dazzling output of Franz Chen's Taiwan-based ceramics company. Franz is credited with reviving interest in ancient porcelain art through the vases, tea sets and figurines in the Franz Collection, all of which embrace oriental tradition and Western styling in their design. The Franz Collection maintains its competitive edge by focusing on creating unique and functional home accessories and gifts. Franz started the Franz Collection in 2001, and its products are now distributed across 6,000 points of sale in 56 countries, thanks to its unique designs, incredible craftsmanship and creative marketing strategies. It owns nearly 200 retail stores in the Greater China region, and between 2009 and 2011 it achieved healthy growth rates of between 16.55% and 18.07%. Last year, *Forbes* magazine named Franz one of the "25 Influential Chinese in Global Fashion."



**Turkey**

**Dr. Şükrü Bozluoğlu**

Chairman  
Bozlu Holding

When he started his business in 1989, Dr. Şükrü Bozluoğlu dreamed of creating outstanding, affordable health care for cancer patients in Turkey. He has achieved this by founding Bozlu Holding, a group of 18 companies that specialize in medical services such as nuclear medicine, laboratory analysis, medical electronics and radiotherapy. Bozlu has its own oncology clinics and works with other clinics operated by its partners. The company has consistently invested in state-of-the-art technology and in research and development. It also prides itself on being customer-oriented, and its core values include being accountable to the community, respecting the environment, valuing employees and placing a high emphasis on quality. Through the services it offers, Bozlu is helping to establish Turkey as a destination for medical tourism.

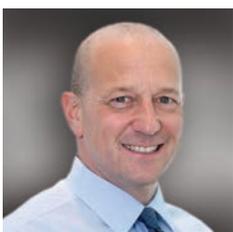


**Uganda**

**Emmanuel Katongole**

Chief Executive Officer  
Quality Chemical Industries Ltd.

Emmanuel Katongole is the founder of Quality Chemical Industries Ltd. (QCIL), an important provider of essential drugs for the treatment of malaria and HIV/AIDS. QCIL is the only pharmaceutical company in sub-Saharan Africa that manufactures triple-combination antiretroviral drugs for reducing the virulence of the HIV infection. Over the past five years, the company has helped to increase the number of AIDS patients receiving treatment from 140,000 to around 500,000. In addition, the company's anti-malarial medicines have played a major role in cutting the number of deaths from malaria in Uganda from 400 per day to below 200. QCIL's first plant was built in 2007 with an initial investment of US\$32m. Today, it produces around 6 million tablets daily, and a second plant is being planned that will increase production to 18 million pills per day.



**United Kingdom**

**Lance Uggla**

Chief Executive Officer  
Markit

A barn in the English countryside isn't where you would expect the first daily credit default swap (CDS) pricing service to be born. But that's where Canadian Lance Uggla founded Markit in 2003 after he recognized that credit markets needed reliable independent valuation data on CDSs, then a new and fast-growing financial product. Over the past decade, Markit has grown into a financial services information giant, which is valued at around US\$5b and has more than 2,800 employees and offices in over 22 countries worldwide. Markit has grown both organically and through acquisition, and many of the entrepreneurs whose businesses were acquired by Markit remain with the company today. Since its inception, Markit has launched over 90 products and services that span information, financial transaction processing and solutions such as enterprise data management.



**United States**

**Hamdi Ulukaya**

Founder, President and  
Chief Executive Officer  
Chobani, Inc.

When it comes to making yogurt, Turkish-born entrepreneur Hamdi Ulukaya has the magic touch. Chobani Greek Yogurt, which he launched in 2007, is already the best-selling brand of yogurt in the US. Hamdi was born into a dairy-farming family in eastern Turkey, but he moved to the US in 1994 to learn English and attend business school. He never finished business school. Instead, Hamdi bought a closed-down yogurt factory in 2005, despite being advised against it by friends. He started out with five employees, and it took a year and a half to develop the product. Today Chobani's annual sales are approaching US\$1b, and it has a workforce of more than 2,200 people and sells its products in Australia and the UK, as well as in the US. Chobani's newest US manufacturing facility is the largest yogurt factory in the world.



**Uruguay**

**Orlando Dovat**

Chief Executive Officer  
Zonamerica

Orlando Dovat holds the distinction of founding the first private free zone in Uruguay in 1990. By his own admission, it was a bold endeavor since he didn't actually have enough capital to fund the project when the proposals were first submitted to the government for approval. Zonamerica is located in Montevideo, the capital city of Uruguay, near the international airport. Under Orlando's leadership, the free zone evolved from being a pure logistics and industrial free zone into a global services park. The zone combines Uruguay's strengths – including its legal and economic stability, qualified workforce and pro-business environment – with cutting-edge technology and infrastructure. In Zonamerica, Orlando has created a business community that hosts more than 300 companies and employs some 8,500 – mostly young people. The organizations based in the park generate almost 2% of Uruguay's GDP.

# Highlights from entrepreneurs

## A better future

**"We need to encourage young people."**

**Kofi Annan**  
Secretary-General of the United Nations,  
1997-2006



**Is there anyone in charge here?**

**Sir Timothy Berners-Lee**  
Inventor, World Wide Web

## **Kofi Annan:** entrepreneurs needed to reshape the world

Entrepreneurs have the power to build a more economically just and politically stable world. Such inspiration came from **Kofi Annan**, former Secretary-General of the United Nations and Nobel Peace Prize recipient, when he talked with Ernst & Young Global Chairman and CEO **Mark Weinberger**.

### **Africa and worldwide youth are set to go!**

He was especially bullish on Africa, noting that its business opportunities range from agriculture to manufacturing. China plans to move an estimated 700 million manufacturing jobs to locations such as Africa. He also believes that entrepreneurs can spark that "can-do" mentality among the 1.2 billion youths worldwide who are unemployed. "We need to encourage young people to go in creative directions when forming new businesses," Annan said. "We also need to find ways to finance their new ventures without forcing them to give away 70% of their company."



Mark Weinberger and Kofi Annan

**No!** And that's the way **Sir Timothy Berners-Lee** envisioned his creation – the World Wide Web – from the start. It was conceived by its father to be royalty free, with no central authority, no permission and no cost. It was to be a global book, written in a universal computer language for everyone to connect with and learn from.

### **Monopoly maker/breaker**

The World Wide Web, which dates (more or less) from 1989, is far from complete. Sir Tim expects that it will just keep changing, evolving and growing with each new platform. It will also continue to disrupt industries and break the very monopolies that will arise from it. Today's Internet leaders may not last in the next reiteration, but the beauty for entrepreneurs is that there's room for all. Even monopolies (the enemy of innovation) are made to be broken. For example, Netscape had a monopoly on the browser, until search engines took over, and then social networks popped up – and there's still no end in sight.

Not surprisingly, Sir Tim is often asked by both governments and individuals alike for his advice on how to spur entrepreneurship. His advice on idea generation: don't waste time with people who don't get it. Just focus on working with those who do.

## **Nice work Women's hire power!**

We learned that women Entrepreneur Of The Year winners in 2013 intend to out-hire the men in their home markets, **73% to 69%**.

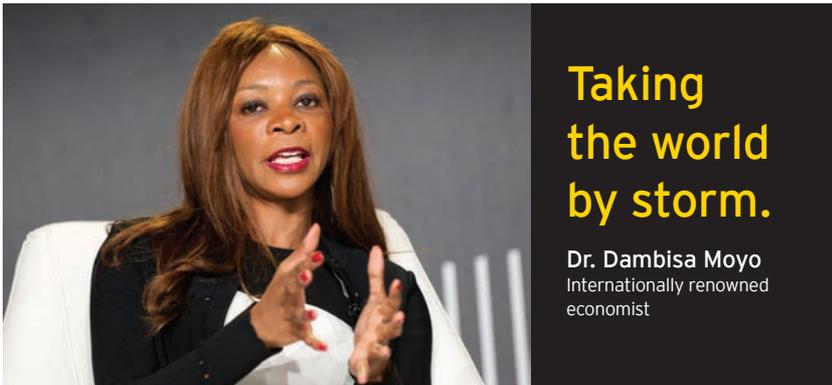
*Brought to you by the Ernst & Young Global Center for Entrepreneurship and Innovation. Learn more at [ey.com/thecenter](http://ey.com/thecenter).*

*The reason for both sexes to staff up in their home markets? Growth in their products and services (at **78%**).*



**Thanks for thinking big!**

Find out more about how global entrepreneurs are creating jobs in 2013. Visit [ey.com/entrepreneurship](http://ey.com/entrepreneurship) to read the full survey.



## H.S.H. Prince Albert II of Monaco encourages global entrepreneurship

**Prince Albert II** personally welcomed each of the 49 Ernst & Young Entrepreneur Of The Year 2012 country winners to Monaco. He congratulated them on their significant achievements.



## The rise and rise of the frontier economies

With low debt, young populations, substantial productivity and promising market performance, frontier economies like Malaysia, Mexico and the East Africa region are taking the world by storm. That's the message shared by **Dambisa Moyo**, one of the world's most respected economists.

### Spreading the good word

Moyo encouraged entrepreneurs to look beyond their own borders. Although Africa has tremendous investment potential, external support is required to spur economic growth and reduce poverty – but she argues that charitable aid flows are insufficient when looking to support long-term, sustainable change.

She added that it's time to start talking about a more positive story about emerging markets and Africa – women playing significant roles in government, stock market openings and credit ratings.



## Global Women in Business Advisory Council launched at World Entrepreneur Of The Year

Spearheaded by Ernst & Young Global Vice Chairs **Maria Pinelli**, **Beth Brooke** and **Pip McCrostie**, the new council is designed to harness the insights and experiences of top women in business and women entrepreneurs.

**For more from Monaco**, please visit [ey.com/weoy](http://ey.com/weoy) for recaps on all sessions, including emerging markets, workplace of the future, social media and family business. Plus, read interviews with Dr. James Mwangi, World Entrepreneur Of The Year 2012 winner, and Sir Stelios Haji-Ioannou, founder of low-cost airline easyJet.

**Keep amazing us!** Join us in Monaco next year, 4-8 June 2014, at World Entrepreneur Of The Year.

# who inspire the world.





# Ernst & Young World Entrepreneur Of The Year®

5-9 June 2013 | Monte Carlo





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