



# EY World Entrepreneur Of The Year™

15 years of entrepreneurship



## Defying all odds

Congratulations, Mohed Altrad  
Altrad Group, France

EY World Entrepreneur Of  
The Year™ 2015 Award winner



Building a better  
working world





“Believe in the future.  
Believe in what  
you are doing.  
Believe in yourself.  
All of us will make  
a better future.”

– Mohed Altrad  
President, Altrad Group

## Mohed Altrad France

The life story of Mohed Altrad, the EY World Entrepreneur Of The Year 2015, reads like a bestseller – which it is. His autobiographical novel, *Badawi*, is taught in some French schools as part of the literature curriculum. It is the tale of a child born to a nomadic tribe in the Syrian desert who defied all odds to realize his dreams.

Altrad moved to France when he was 17 and earned a PhD in Computer Sciences. He and a partner bought a nearly bankrupt scaffolding maker in 1985 to form the basis of what is now Altrad Group. Today, his company employs 7,000 people in 110 subsidiaries globally. It is the world leader in cement mixers as well as a European leader in scaffolding and wheelbarrows.

Acutely aware of the problems of youth unemployment, Altrad sponsors apprenticeships and qualification scholarships. In addition, he supports Doctors Without Borders and the French League Against Cancer. He is also President of Montpellier Hérault Rugby Club.

At the 7 June award ceremony in Monaco, Mark A. Weinberger, EY Global Chairman & CEO, called Altrad an inspiration to entrepreneurs around the world. As Rebecca MacDonald, Executive Chair of Just Energy Group and Chair of the World Entrepreneur Of The Year Judging Panel, said, “Mohed has built a hugely successful, fast-growing international business having overcome a humble and very challenging upbringing. The judges were impressed by his ability to build and sustain growth over 30 years and by his humility and character.”

Altrad places great emphasis on sharing with his employees his own values: loyalty and integrity, trust and passion, respect for differences and cultures, humanism and the quest to excel.

“I’m so honored to receive this prestigious award, especially as there was such strong competition from such outstanding entrepreneurs around the world,” Altrad said. “I would like to dedicate this award to my family and all the people within the organization, without whom the success of Altrad Group would not be possible.”

### What makes a world-changing innovator?

We left it to the experts.

True success? They’ve been there and they’ve done that. That’s why we asked these seven distinguished individuals to select the EY World Entrepreneur Of The Year 2015 – because it takes one to know one.

We thank these judges for their hard work and dedication. We say this every year because we really mean it. We couldn’t have done it without you!



**EY World Entrepreneur Of The Year 2015  
Judging Panel**

Front: Nobuyuki Idei, Quantum Leaps Corporation;  
Rebecca MacDonald, Just Energy Group (Chair);  
Dr. Ruth Oltjer, Chemi-Pharm AS

Back: Michael Wu, Hong Kong Maxim’s Group; Ewald Raben,  
Raben Group; Fadi Ghandour, Aramex and Wamda Capital;  
Tan Sri Liew Kee Sin, EcoWorld Development Group Berhad

# EY Entrepreneur Of The Year country winners

## Argentina



**Dr. Hugo Sigman**

Founder, CEO and shareholder

Grupo Insud

## Australia



**Joe Davenport**

Director



**Owen Kerr**

Director

Pepperstone

## Austria



**Dr. Werner Thallner**

Executive Operations and Financial Director



**Hermann Waltl**

Executive Sales and Customer Support Director



**Friedrich Paul Lindner**

Executive Technology Director

EV Group GmbH

## Belarus



**Arkadiy Dobkin**

CEO and President

EPAM Systems

## Belgium



**Fernand Huts**

CEO and President



**Karl Huts**

Business Unit Manager, Port and Operations

Katoen Natie

## Brazil

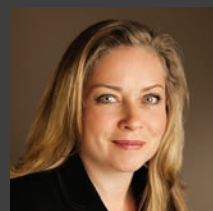


**Pedro Lima**

President

3corações Group

## Canada



**Linda Hasenfratz**

CEO

Linamar Corporation

## Chile



**Rolando Carmona**

CEO

Drillco Tools S.A.

## China – Hong Kong



**Kenneth Lo**

Chairman

Crystal Group

## China – Mainland



**Xiu Laigui**

Chairman

Xiuzheng  
Pharmaceutical Group  
Co., Ltd.

## Colombia



**Gigliola Aycardi**

Co-founder and Executive Vice President

Bodytech

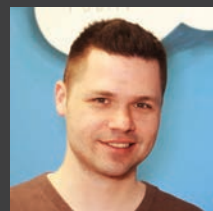
## Croatia



**Nicolás Loaiza**

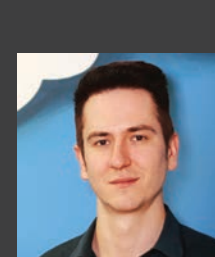
Co-founder and President

## Croatia



**Alan Sumina**

Founder



**Zoran Vučinić**

Founder

Nanobit

## Czech Republic



**Vlastislav Bříza**

Owner and CEO

KOH-I-NOOR holding  
a. s.

## Denmark



**Michael Seifert**

Co-founder and CEO

Sitecore Corporation

## Estonia



**Jüri Raidla**

Founder and Senior Partner

Raidla Lejins & Norcous

## Finland



**Dr. Mikko Wirén**

Founder and CEO

Pihlajalinna Group

## France



**Mohed Altrad**

President

Altrad Group

## Georgia



**Mamuka Khazaradze**

Chairman of the Supervisory Board

TBC Bank



**Germany**



**Jan Beckers**  
Founder and CEO

HitFox Group GmbH

**Hungary**



**György Wáberer**  
Founder, Chairman and CEO

Waberer's International Pte. Co.

**India**



**Dr. Cyrus Poonawalla**  
Chairman and Managing Director

Serum Institute of India Ltd.

**Indonesia**



**Iwan Setiawan Lukminto**  
President Director

PT Sri Rejeki Isman Tbk. (Sritex)

**Ireland**



**Mark Roden**  
Founder and CEO

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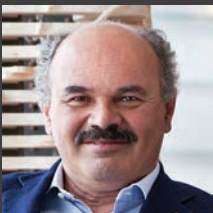
**Israel**



**Benny Landa**  
Chairman and CEO

Landa Group

**Italy**



**Oscar Farinetti**  
Founder and creator

Eataly Distribuzione S.r.l.

**Japan**



**Morio Sase**  
President and CEO

HotLand Co., Ltd.

**Jordan**



**Dr. Thaeer Darwish**  
Founder

**Kazakhstan**



**Khaled Darwish**  
Founder

**Kazakhstan**



**Bashar Zawaideh**  
Founder

Sindbad Group

**Kazakhstan**



**Andrey Lavrentyev**  
President

AllurGroup

**Kenya**



**Dr. Simon Gicharu**  
Founder and Chairman

Mount Kenya University

**Korea**



**Dong Nyung Kim**  
Chairman

HANSAE YES24 HOLDINGS

**Malaysia**



**Peng Ooi Goh**  
Founder and Group Executive Chairman

Silverlake Axis Ltd.

**Mexico**



**Sergio Argüelles**  
President and CEO

FINSA

**Netherlands**



**Willem Blijdorp**  
Founder and Supervisory Board Member

**Netherlands**



**Bert Meulman**  
CEO

B&S International B.V.

**New Zealand**



**Dan Radcliffe**  
Executive Director

International Volunteer HQ

**Nigeria**



**Jubril Adewale "Wale" Tinubu**  
Group Chief Executive

Oando PLC

**Norway**



**Geir Skaala**  
Founder and CEO

Norsafe AS

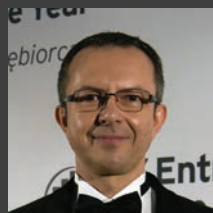
**Peru**



**Rosario Bazán**  
General Manager

DanPer

**Poland**



**Adam Krzanowski**  
CEO

Nowy Styl Group


















**Romania**



**Mircea Tudor**  
President and General Manager

MB Telecom Ltd. SRL

# EY Entrepreneur Of The Year country winners

<b>Russia</b>  <b>Alexey Evgenievich Repik</b> Founder and Chairman of the Board R-Pharm	<b>Saudi Arabia</b>  <b>Lateefa AlWaalani</b> Founder Yatooq Coffee	<b>Serbia</b>  <b>Božo Janković</b> Owner and CEO Enterijer Janković Ltd.	<b>Singapore</b>  <b>Dr. Kar Wong</b> Founder and Managing Director The Advanced Group of Companies	<b>Slovak Republic</b>  <b>Alexander Varga</b> Co-founder and CEO MicroStep, spol. s r.o.	 <b>Eva Stejskalová</b> Co-founder and Finance Director and Head of Application Software Development MicroStep, spol. s r.o.
<b>South Africa</b>  <b>Asher Bohbot</b> CEO EOH	<b>Spain</b>  <b>Ernesto Antolín Arribas</b> Chairman Grupo Antolín	<b>Sweden</b>  <b>Sebastian Siemiatkowski</b> Co-founder and CEO Klarna AB	<b>Switzerland</b>  <b>Victor Jacobsson</b> Co-founder and Board Member Klarna AB	 <b>Niklas Adalberth</b> Co-founder, Deputy CEO and Board Member Klarna AB	 <b>Otto Fritz Hofstetter</b> CEO Otto Hofstetter AG
<b>Taiwan</b>  <b>James Wang</b> CEO and President Sercomm Corporation	<b>United Kingdom</b>  <b>Rosemary Squire</b> Co-founder and Joint Chief Executive Ambassador Theatre Group	<b>United States</b>  <b>Dr. David Hung</b> President and CEO Medivation	<b>Uruguay</b>  <b>John Christian Schandy</b> President SCHANDY	<b>Vietnam</b>  <b>Vu Phuoc Le</b> Chairman Hoa Sen Group	

## Our world needs entrepreneurs.

Where others have doubts, they bring optimism. Where some see only risk, they see opportunity. They have passion, self-belief and an extraordinary drive to keep going when others would give up. We need their unique gifts now more than ever.

These special people have created many of the world's most dynamic and successful companies. We've been honored to guide so many of them on their journey. The EY Entrepreneur Of The Year Award celebrates their remarkable achievements. That's why it's the world's most prestigious business accolade – it recognizes the most exceptional among a unique group of people.

*Keep going. Keep growing. The world needs you.*

# Women in Leadership Summit kicked off EY World Entrepreneur Of The Year 2015

**Fact:** we know we need more women CEOs, CFOs and board members.

**So where are they?** They were at the Women in Leadership Summit in Monaco discussing ways to get more women in positions of power.

Maria Pinelli, EY Global Vice Chair – Strategic Growth Markets, opened with, “We need to accelerate the global gender parity clock. We need more women in this room with us!” At the current rate of progress, the World Economic Forum says it will take until 2095 to achieve gender equality in the workplace. We can’t wait 80 years! We need to speed up the clock now to create real change.”

Some recommendations from the **Women. Fast forward** panel:

**Give women exposure to the boardroom.**

“We don’t mentor our women, we train them. We offer them associate directorships. They don’t have responsibility, but they sit at the board table and they go from the factory floor to the boardroom in just three years.”

– Diane Foreman, Founder, Chairman and CEO of the Emerald Group Ltd.



**Session:** Women. Fast forward

**Moderator:** Nina dos Santos, CNN

**Panelists:** Linda Hasenfratz, Linamar Corporation; Diane Foreman, Emerald Group Ltd.; Dr. Jennifer Nkuene Riria, Kenya Women; and Johanna Mukoki, Travel with Flair

**Leadership is not about you.**

“Transformative leadership helps women own their lives, own their families, own their communities.”

– Dr. Jennifer Nkuene Riria, Group CEO of Kenya Women Holding

**Know your stuff and work hard.**

“I was a former beauty queen, but I am also a trained accountant and came top of my class. I was never taken as seriously as my male colleagues, but I had to fight, work three times as hard.”

– Johanna Mukoki, Group CEO of Travel with Flair

**Talk up the male professions.**

“I have two daughters: both in engineering school. Today just 20% of engineering students are women, but that is five times the number of 30 years ago. If you tell young women there are only 20% in engineering or science, they’ll say, ‘That’s not for me.’ Instead, tell them there are five times more, and then they’ll say I need to be on that bus.”

– Linda Hasenfratz, CEO of Linamar Corporation

**Don’t dial into preconceptions.**

“Someone calls me bossy – well, I am the boss! I am there to do a job, I am capable and I am confident.”

– Hasenfratz

## Martha Stewart born entrepreneur

Are entrepreneurs made and not born? Martha Stewart, founder of Martha Stewart Living Omnimedia (MSLO), believes she felt the spark as a child. “I was always inquisitive, curious – I love learning new things.”

What’s next for MSLO? China beckons. After a recent visit, where she met with Jack Ma, founder of internet juggernaut Alibaba, Stewart said that China is where the US was 25 years ago – with an exploding middle class. “We do most of our manufacturing in China now. How great would it be if we could sell it in China, too?”



## Cherie Blair from Downing Street to emerging markets

It is often said that we are shaped by our backgrounds. “I was an unlikely first lady,” said Cherie Blair CBE, QC, who grew

up in Liverpool in a working-class, single-parent family. An early lesson for her was that “to survive in this world, you need financial independence.”

Today, Blair is a barrister, judge and campaigner for equality and human rights. In 2008, she founded the Cherie Blair Foundation for Women, which runs programs in Africa, south Asia and the Middle East to help women start and grow businesses. The foundation has reached 118,000 women in more than 80 countries. She is married to Tony Blair, the former UK Prime Minister.



# We welcomed some of the biggest names in business to our World Entrepreneur Of The Year celebration.

Here's what they had to say:



**Howard Schultz**  
Chairman and CEO,  
Starbucks Corporation

"I wanted to build the kind of company my father never had the chance to work for."



**Bill Ford**  
Executive Chairman,  
Ford Motor Company

"If you look at the change that is coming to our industry, it is fast and furious, and it's going to change our business model dramatically."



**Narayana Murthy**  
Founder,  
Infosys Limited

"Technology is a great leveler. Technology gives confidence to people. Technology raises the hopes of people."



**Muhtar Kent**  
Chairman and CEO,  
The Coca-Cola Company

"Don't have a monologue with the market – don't just throw new products out there – have a dialogue instead."



**Biz Stone**  
Co-founder, Twitter Inc., and  
Co-founder and CEO,  
Jelly Industries, Inc., on how  
Twitter came to be:

"We were having fun. We were just goofing around."



**Sir Martin Sorrell**  
Group Chief Executive, WPP

"You must not be afraid to cannibalize your own businesses. If you don't eat your own children, someone else will."

Visit [ey.com/weoy](http://ey.com/weoy) for recaps of all of our keynote sessions.

# Family Business Summit

## Next-gen consensus: **it's a different world**



Next-generation entrepreneurs face a different world than the one in which their parents (or even grandparents and beyond) founded and built family businesses. Maintaining and growing a business beyond the founders' original vision can be immensely challenging for the next generation. Add in the fact that the founding parent may still be involved in running the company, and leading a family firm can become a complicated task.

What next-gen members then do with their business and money can be difficult to define for family-run companies.

Johan H. Andresen of Ferd AS suggested that social entrepreneurship programs should fulfill three criteria: "It must try to solve a chronic social problem; it should be possible to measure both the activity and its effect; it should be sustainable so that it runs on its own engine." According to social entrepreneur

Eileen Rockefeller, philanthropic efforts are the glue that holds families together across generations.

Panelists at several sessions agreed that family succession will not work well if the next generation really doesn't want to take over the business. Effective succession planning is vital, and open communication among all family members is key to a successful transition.

# IPO and Strategic Transactions Summit

## The ABCs of raising capital



With a surging M&A market and a robust IPO market, companies seeking to raise capital have the luxury of options – plenty of them. Attendees at the IPO and Strategic Transactions Summit heard from top advisors, executives and investors on how to approach and execute the right deal.

CEOs should start by making sure they're raising money for the right reason, be it acquisition currency or growth capital. From

there, said Steve Baxter of Transaction Level Investments, "You need a plan." Going public brings not only capital, but also a certain cachet – a boost to the reputation and a sense of accomplishment. It's also the best way for founders who are looking to scale up to maintain effective control.

On the other hand, for some companies, especially start-ups, strategic partnering might be the answer – established companies are

looking for intellectual property and seeking large market opportunities. For others, bringing in venture capital will allow the company to continue building without the costs and obligations faced by public companies.

In all cases, the value of preparation – and making the deal decision based on the business, not just the market – cannot be overstated. In particular, it's vital to get the right people on board – and on the Board.



It was a week to remember in Monaco. We heard from business luminaries, leading executives and rising entrepreneurial stars. We saw the entrepreneurial spirit in action with commitments to address the global challenges of youth unemployment and poverty. And we capped it all off with our black-tie EY World Entrepreneur Of The Year gala. Want to be inspired? Read on!

**Youth unemployment: who can forget their first job?**

How do we offer “Generation Jobless” meaningful work? That question was tackled in a panel moderated by HRE Global’s Holly Ransom, co-chair of the G20 Youth Forum.

“There are 75 million young people unemployed,” Ransom said, “but this is just the tip of the iceberg. In the EU alone, the economic cost runs to €350 million per year.”

If we can get just 1% of unemployed young people into work, it will add \$75b to the global economy, she added. Young people find themselves caught in a vicious circle of being unable to get hired because they have no experience, so getting that first job is absolutely critical.

**Bright lights, big cities, beautiful growth**



The growing urbanization of humanity has reached a turning point, said Arif Masood Naqvi, Founder and Group Chief Executive of The Abraaj Group: it has become a trend that cannot be stopped.

Consider that 60% of global growth will occur in about 500 cities around the world. Add that cities are responsible for two-thirds of the world’s carbon emissions and consume 75% of the world’s energy, and it becomes clear that cities will become the engines of economic growth, with a great many needs.

“The whole opportunity set facing us is very large,” said Naqvi, who was interviewed by Andrew Bainbridge, Global Head, Commercial Clients at Standard Chartered.

**Great things happen when great minds gather**

The three panelists of “Entrepreneurs without borders: collaborating to build a better world” took the title of their discussion literally from as soon as they met backstage. Over the course of a lively session, Dr. Jennifer Nkuene Riria, Say Jim Tan and Selim A. Bassoul decided on a project to address the global refugee crisis.

As Bassoul of The Middleby Corporation said, there are now 50 million refugees in the world, 68% of whom are women and girls. Their collaboration will have many moving parts, including portable toaster ovens, polystyrene blocks and ecologically responsible farm systems – all enabled by micro-financing.

“Women need to be empowered within themselves,” said Riria of Kenya Women Holding (KWH) Group, which serves more than 1.3 million women and has disbursed more than \$1.9b over 20 years.

Tan of IRIS Corporation Bhd demonstrated his latest invention, a polystyrene building block that can create sturdy housing to form the heart a family’s ecologically sustainable – and profitable – farm. Bassoul’s Middleby has developed a portable toaster that can also recharge a cell phone.

**A helping hand**



Accelerating Entrepreneurs is part of EY’s commitment to helping high-potential entrepreneurs around the world scale their business through one-on-one guidance, networking and insight sharing. Six entrepreneurs met with our Growth Coaches to prepare for their growth journey toward becoming the global market leaders of tomorrow.

Nominations are now open for US and Canadian participants to join us at the EY Strategic Growth Forum® 2015 in Palm Springs, California. For more information visit [ey.com/acceleratingentrepreneurs](http://ey.com/acceleratingentrepreneurs).

**For more from Monaco, please visit [ey.com/weoy](http://ey.com/weoy) for recaps on all sessions.**







 **EY World Entrepreneur Of The Year™**

**Join us!**

Don't miss  
EY World Entrepreneur  
Of The Year 2016 in  
Monaco, 8-12 June.

[ey.com/weoy](http://ey.com/weoy)