



**EY World Entrepreneur
Of The Year™**

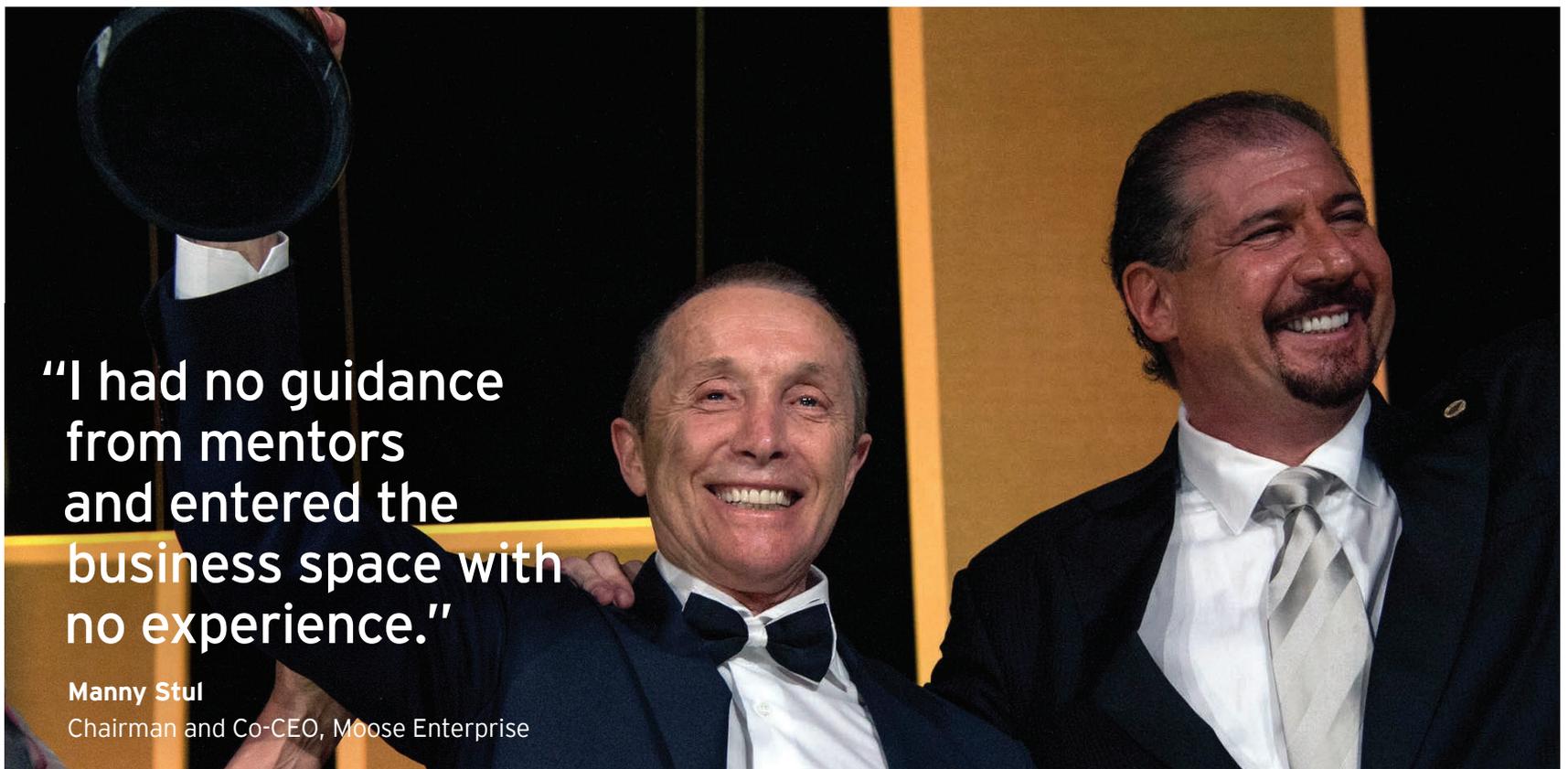
Toy story

Congratulations, Manny Stul,
Moose Enterprise

EY World Entrepreneur Of
The Year™ 2016 Award winner



EY
Building a better
working world



“I had no guidance from mentors and entered the business space with no experience.”

Manny Stul
Chairman and Co-CEO, Moose Enterprise

Manny Stul Australia

When Manny Stul rescued a failing small toy manufacturer in 2000, little did he know that it would become the sixth-largest toy company by sales in the US. But the purpose of Moose Enterprise has always been clear: **“We are in the business of making children happy.”**

Stul’s move into toys was unintentional. He took on the ailing company as an investment proposition after retiring from Skansen, one of Australia’s largest giftware companies. He had launched Skansen with the proceeds from seven months of working on a rig in his hometown of Perth, taking the company public 19 years later.

“Every decision and opportunity helped shape my skills and showed me in practical terms how to run a successful business.”

After Stul moved to Moose, it had several commercial successes aimed at girls, a category largely untapped by incumbent market leaders. But in 2007, the company’s winning streak ran out when a line of chemical-contaminated toys had to be recalled. “Everyone said it was impossible to survive the recall,” Stul said, but the company pulled through.

Last year, Moose created its biggest hit to date with Shopkins, which in 2015 beat out Barbie to win “Girl Toy of the Year” at the Toy Industry Association Awards in the US. One Shopkins 12-pack was the number-one selling toy in the US last year, and no one, bar LEGO, had ever managed to beat American toy manufacturers to the top of the charts.

Stul, the child of Polish refugees, is an object lesson in entrepreneurship. He wasn’t taught to be an entrepreneur; he learned from doing and has built a global, market-leading company in one of the most competitive sectors.

When it comes to disruption, they’re the experts

Sustained success? They’ve been there and they’ve done that. That’s why we asked these seven longtime entrepreneurs to select the EY World Entrepreneur Of The Year 2016 – because it takes one to know one.

We offer a sincere thank-you to 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 2016 Judging Panel

Front: Jim Nixon, Sandvik Venture, United States; Rosario Bazán, DanPer, Peru; Rebecca MacDonald (Chair), Just Energy Group, Canada; Michael Wu, Hong Kong Maxim’s Group, China.

Back: Lance Uggla, Markit, United Kingdom; Dr. Kar Wong, The Advanced Group of Companies, Singapore; Ivan Epstein, Sage International, South Africa.

EY Entrepreneur Of The Year country winners

Argentina



Roberto Souviron
Despegar.com
(aka Decolar.com)

Australia



Manny Stul
Moose Enterprise

Austria



Josef Zotter
Zotter Schokoladen
Manufaktur GmbH

Belgium



Luc Bertrand
DEME

Brazil



Roberto Medina
Rock in Rio

Canada



Michael Donovan
DHX Media Ltd.

Chile



Gonzalo Bofill
Empresas Carozzi S.A.

China – Hong Kong/Macau



Jeffrey Kang
Cogobuy Group

China – Mainland



Dr. Qi Shi
East Money
Information Co., Ltd.

Colombia



Oswald Loewy Nuñez
Sempertex S.A.

Croatia



Đuro Horvat
Tehnix

Czech Republic



Zdeněk Pelc
GZ Media, a.s.

Denmark



Michael Mortensen
CASA A/S

Estonia



Jevgeni Kabanov
ZeroTurnaround

Finland



Ilkka Paananen
Supercell

France



Gilles Falc'hun
Sill Enterprises

Germany



Michael Jung
Nanogate AG

Germany



Ralf Zastrau
Nanogate AG

Ghana



Dr. Kwabena Adjei
Kasapreko Co. Ltd.

Greece



George Koutsolioutsos
FF Group
(Folli Follie Group)

India



Vinita Gupta
Lupin Ltd.

India



Nilesh Gupta
Lupin Ltd.

Indonesia



Dr. Hendra Adidarma
PT Propan Raya ICC

Ireland



Patrick Collison
Stripe

Ireland



John Collison
Stripe

Israel



Ziv Aviram
Mobileye

Israel



Amnon Shashua
Mobileye

Japan



Nobumasa Tsutsui
Tokai Medical Products, Inc.

Kenya



Mayur Shah
Kenafric Industries Limited

Malaysia



Say Jim Tan
IRIS Corporation Bhd

Mexico



Rodrigo Lebois
Unifin Financiera

Netherlands



Marco van Zijverden
Dutch Flower Group

New Zealand



Craig Hickson
Progressive Meats

Norway



Brynjar Forbergskog
Torghatten ASA

Peru



Antonio Armejo
Ilender

Philippines



Nico Jose Nolloedo
Xurpas Inc.

Poland



Dr. Paweł Buszman
American Heart of Poland

Portugal



Bento Correia
Vision-Box

Portugal



Miguel Leitmann
Vision-Box

Romania



Levente Hugo Bara
Supremia Grup

EY Entrepreneur Of The Year country winners

Russia



Dmitry Pourim
Sovfracht

Saudi Arabia



Turki Al-Yahya
Whites

Serbia



Dušan Perović
TERMOVENT – Komerc Ltd.

Singapore



Dr. Michael Tan
Fullerton Healthcare
Corporation Limited

Slovak Republic



Patrick Hessel
c2i s.r.o.

South Africa



Johann Vorster
Clover SA

South Korea



Beom Su Kim
Kakao Corp.

Spain



Jesús Alonso
Daniel Alonso Group

Sweden



Fabian Bengtsson
NetOnNet Group AB

Switzerland



Dr. Jan Lichtenberg
InSphero Group

Taiwan



Judy Lee
Test Rite Group

Trinidad and Tobago



Dominic Hadeed
Blue Waters Products Limited

United Kingdom



Richard Steeves
Synergy Health Plc

United States



Andreas Bechtolsheim
Arista Networks

United States



Jayshree Ullal
Arista Networks

Does disruption knock you off course or inspire new paths to growth?

Innovators. Disruptors. Game changers.

The business world looks up to them – and we are all inspired by what they accomplish. They transform industries or create new ones. They ask better questions that lead to better answers. They build a better working world in immeasurable ways.

For the 16th year, EY World Entrepreneur Of The Year is proud to shine a spotlight on and celebrate entrepreneurial achievement. When this select group wins, we all win big.

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

Here's what they had to say:



Margaret Gilmore
Senior Associate Fellow,
RUSI

"Every conflict since 2011 has had a cyber component."



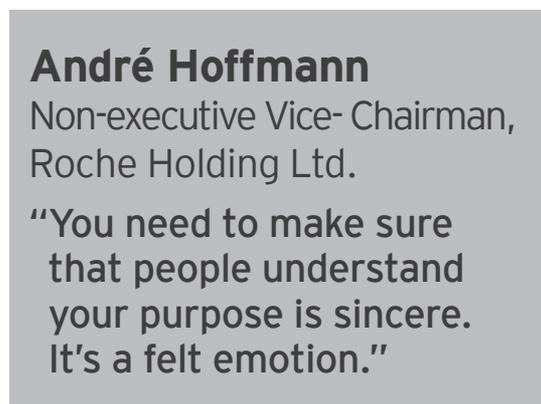
Paul Polman
CEO, Unilever

"The closer you get to solving the issues of society, the more you can make a difference."



Giuseppe Lavazza
Vice-Chairman and Member of
the Board, Luigi Lavazza, S.p.A.

"Our role in the world is to wake up very clever people every day to be disruptive."



André Hoffmann
Non-executive Vice-Chairman,
Roche Holding Ltd.

"You need to make sure that people understand your purpose is sincere. It's a felt emotion."



Dan Schulman
President and CEO, PayPal

"The biggest impediment to our future success is the historical success we've had. It's hard to reinvent."



Dr. Dambisa Moyo
Global Economist and Author,
Mildstorm

"Growth rates [prior to 2007] have been the jet fuel for the progress we have achieved in the last 20 years."





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 as we explored the themes of disruption and innovation alongside our discussion of the power of purpose. And we capped it all off with the black-tie EY World Entrepreneur Of The Year gala. *Want to be inspired? Read on!*

Women in Leadership Summit



You don't have to be Alphazilla

"In 1999, I was told by a company I was working for at the time that they didn't put women on the leadership team. It was a wake-up call to go on and find the job of my dreams," said Jacqueline de Rojas of techUK, the nonprofit lobbying organization.



Jacqueline de Rojas, President, techUK, and Area Vice President, Northern Europe, Citrix



De Rojas quoted research that confirms the value of diverse teams to organizational performance, where one woman on a board decreases the chance of bankruptcy by 20%. CNNMoney's Nina dos Santos, who interviewed de Rojas, asked whether the focus on diversity at the top was misplaced since so many women leave the workforce when they're in middle management.

But how you go about pushing for a seat at the table doesn't have to be aggressive. "You don't have to be Alphazilla and leave dead bodies all around you to get stuff done," de Rojas said. "Sometimes asking a devastating question can be even more effective."



"A fish rots from the head," said de Rojas, arguing that diversity is primarily a leadership challenge. She noted that women have a special responsibility in the fight for parity.

The game is yours to change

For years, Margaret Heffernan, entrepreneur, CEO and author of *Beyond Measure: The Big Impact of Small Changes*, delighted in telling a story that showed just how tough she was.



Margaret Heffernan, Entrepreneur, CEO and Writer

She was at a restaurant for a business meeting with a union chief. The food he ordered for them was exceptionally difficult in one way or another – too spicy, too hard to eat or just plain unrecognizable. But she didn't back down. She ate everything that came her way.

of learning all you can is more important than ever because the future of business – highly adaptive, reflexive organizations – is here now.

Some years later she reflected on how often she told that story. After all, she was proud of it. And then came an epiphany: she had been playing his game, and she should have been playing her own.

The second is to be helpful. Helpfulness is a characteristic of high-achieving organizations. In helpful organizations, the creative collisions that result in innovation happen frequently and reliably.

Her next thought: I'd better figure out what my game is. It may be a work in progress, but she has some guiding principles in place.

The third is to pay attention. It's astonishing what happens when a leader walks into a room and decides she's just going to listen.

The first is to be curious: be out in the world, asking, observing, collecting data. That quality



Family Business Summit

More than a family affair



Passion, duty and legacy: what keeps Champagne Taittinger sparkling for generations
Ramia Marielle El Agamy, Editor-in-Chief, *Tharawat Magazine*, and Pierre-Emmanuel Taittinger, Chairman, Taittinger SA

Family businesses account for more than two-thirds of companies around the world. Yet only 30% make it into the second generation, and fewer than 15% survive through the third. How does such a business become an exception to this trend while staying true to its founder's values?

For Sir Evelyn de Rothschild of family investment company E.L. Rothschild, openness and adaptability can bring longevity and success. For example, family ties can be a driving force when launching new ideas. And family businesses have focused on serving their communities since long before

the business world embraced corporate responsibility and purpose.

But family-owned companies must ensure their governance does not become a "stranglehold" and accept outsiders into "the very core of the business," Rothschild said. "It is the adaptable family business, the house with the open door, that will always win the day."

Champagne magnate Pierre-Emmanuel Taittinger runs his business with a similar spirit of openness. In his company, a non-family executive has the right to veto major decisions, a privilege previously reserved for family members.

IPO and Strategic Transactions Summit

Look before you list



IPO 101: understanding the expectations and realities of the journey
James Markham, EY Global Tax Middle Market Leader; Marisa Drew, Managing Director, Global Co-Head Global Market Solutions, Credit Suisse; Dr. Jan Kemper, Senior Vice President Finance, Zalando SE; Dr. Martin Steinbach, EY EMEA IPO Leader; Axel Threlfall, Editor-at-Large, Reuters

Considering taking your company public? There will be those who counsel caution. There's volatility in the market, and investors are waiting on events. What's next for the EU? Is the global economy truly slowing?

However, if your company is in the right position and the value is right, any time is good, said Adam Welham of Fidelity Management & Research. And as Marisa Drew of Credit Suisse noted, the market is the one thing you cannot control. Readiness is all.

The decision hinges on the deal. See the preparation process as an opportunity. Hiring

new board members, for example, can bring a wealth of new skills and insights into a small, entrepreneurial business.

And amid the chaos, never lose sight of why you've chosen to float your stock at all. Have you considered the alternatives, such as M&A? Do you really want your company to be public, or are you dazzled by the valuations of others?

When you're clear on your objectives, bring in the right external guidance – and plenty of it. As John Woodby of Ernst & Young Capital Advisors LLC said, "An entrepreneur can't have enough friends who are advisors."

Forum highlights

What do you want your story to be?



Amal Clooney, International Human Rights Attorney, Doughty Street Chambers

When law students ask their professor Amal Clooney for advice, she tells them to stop being so risk-averse. After years of earning straight A's, it's time to ask themselves what impact they want to have on the world.

Making an impact has not been an issue for Clooney. As a leading international human rights attorney with Doughty Street Chambers, she secured UK refugee status for wrongly imprisoned former Maldives President Mohamed Nasheed, among numerous other high-profile cases.

And in an interview with EY Global Chairman and CEO Mark A. Weinberger, Clooney shared how she's building on her achievements. She and her husband, actor George Clooney, are working together on a foundation that will aid the people behind the statistics reported in the news.

First on the agenda: help Syrian refugee children continue their education on mobile tablets – a school in a box. Next on the list: training trial observers to be sent around the world to document where courts and judges are being used to silence government critics.

Clooney noted that such projects offer opportunities to make a difference. Many people – and businesses – want to help, and she hopes that presenting concrete options will give them an idea of where to start.

Making a better life for refugees



Selim Bassoul, Chairman and CEO, The Middleby Corporation, demonstrates how his oven can power a light bulb and charger.

The refugee crisis continues to grow, with 60 million displaced people worldwide. In 2015, three EY World Entrepreneur Of The Year Forum panelists were inspired to help.

One year later, Selim Bassoul of The Middleby Corporation updated Bryan Pearce, Global Leader – EY Entrepreneur Of The Year, on the difference being made by the stove his company designed.

Thanks to a solar panel and 26 Middleby patents, the US\$100 oven can save women and girls six hours a day fetching wood and cooking. That time can now be devoted to finding work and going to school.

With the oven a success, Bassoul wants to connect with more entrepreneurs who have ideas and projects that can help refugees.

“I came here to do one thing: to spread the message that it’s easy to help,” he said.

For smart, resilient cities, the future is now



George Atalla, EY Global Leader – Government & Public Sector; **Bernd Tischler**, Lord Mayor, City of Bottrop; **Elizabeth Yee**, Vice President, Strategic Partnerships & Solutions, 100 Resilient Cities; **Steve Peck**, Senior Vice President, Global Strategic Initiatives, SAP SE

Urbanization, resource constraints and the effects of climate change will require the cities of the future to be smart and resilient. Fortunately, they’re taking action now.

In Bottrop, Germany, Mayor Bernd Tischler has worked with government and industry to diversify its coal mine-centered job base and prioritize blue skies and a green city.

For example, the city has installed 100 combined heat and power units and is testing their effect on the electric grid.

The Rockefeller Foundation’s 100 Resilient Cities initiative also is working to develop and scale solutions to common challenges. Technology will play a critical role in responding to the challenges cities will face, as will the ability to collect and analyze vast amounts of data.

Who will pay for these improvements? The hope is that some will pay for themselves.

Keep the focus on customers



Bülent Tekmen, CEO, Ininal; **Catherine Gall**, Vice President of Strategic Markets and Alliances, Steelcase; and **Tom Hulme**, General Partner, GV

Underestimating the pace and scale of change is a hazard for any large business. But there are patterns to disruption.

“A disruptive business to me is one that usually comes from left field – it’s rarely an incumbent – and it finds the Achilles heel,” said Tom Hulme of GV, formerly Google Ventures. Typically, this means fulfilling a customer need when big business has failed to do so.

If your business is an incumbent industry leader, it pays to spot the weakness first. “Be far more connected to your customers,” urged Laurence Buchanan, EY EMEA Digital Advisory Leader.

“And have the agility built into the business to be able to respond.”

Catherine Gall of Steelcase urged companies to embrace “design thinking,” where technology is not a series of problems to be solved, but a tool for creating customer experiences.

When this customer focus is combined with a sense of purpose, amazing things can happen.

“A disruptive business to me is one that usually comes from left field – it’s rarely an incumbent – and it finds the Achilles heel.”





 **EY World Entrepreneur Of The Year™**

Join us!

Don't miss
EY World Entrepreneur Of The Year 2017
in Monaco, 6-11 June.

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