

A special EY Mexico edition

Entrepreneur

EY Entrepreneur Of The Year™ 2014 Mexico

Five years celebrating entrepreneurship

A recap of the first five years of EY
Entrepreneur Of The Year™ in Mexico

Inside the minds of the visionaries we celebrate

Program finalists share their insights
about the ideas that lead them to success

Teamwork that makes a difference

Geoffrey Fichte of HSBC explains his
organization's work with EY to drive
entrepreneurship

Sergio Argüelles González

FINSA
National Winner

An evening of celebration

Highlights of the gala dinner
showcasing the stories of our
distinguished entrepreneurial
leaders



EY

Building a better
working world



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Introduction



This has been a very special year for EY Mexico. As we celebrate our first 80 years of doing business in Mexico, we are also celebrating the first five years of the Mexican edition of the EY Entrepreneur Of The Year™ award program.

During our 80-year history, we have witnessed the big changes that

Mexico has undergone year after year, and with the same focus on quality and professionalism that sets EY Mexico apart, we have made it our mission to support companies that are contributing to Mexico's economic development. The EY Entrepreneur Of The Year™ program has put us in a privileged position to study and celebrate the success and the contributions of Mexico's entrepreneurs as their businesses have become the driving force of Mexico's growth.

Over the past five years, our EY Entrepreneur Of The Year™ award has had 206 finalists, each of whom has a story to tell of challenges, achievements, and innovation that are testament to the great potential of Mexico's entrepreneurs in making a difference. This year we had more finalists than ever before, as we selected 52 entrepreneurial leaders from 44 companies who have been leaders of innovation in their respective industries.

In this publication we describe the process that our entrepreneurs followed through this year's program, as well as the viewpoints of our finalists regarding what makes an entrepreneur and the environment that they do business in. Readers will also get to know the individuals who have been part of our EY Entrepreneur Of The Year™ program by being part of the panel of independent judges that has drawn on the unique outlook and experience of each judge to select the winners of the various categories.

Organizing the EY Entrepreneur Of The Year™ award program year after year has become an increasingly rewarding experience, and it is just one of the many ways that we are

working closer with the entrepreneurial ecosystem. Our other programs with this aim include the agreement for our professionals to provide mentoring through the National Entrepreneurial Agency (INADEM, Spanish acronym) and by organizing the EY Strategic Growth Forum® Mexico for the second year in a row.

We believe that our efforts will help create bonds that will give entrepreneurs an opportunity to strengthen their relationships, open new doors to consolidate their growth, and encourage more entrepreneurial leaders to follow in their footsteps. This is how we are helping drive the development that we all want for Mexico, as we also make progress toward our objective of building a better working world.

We hope that the success stories you read in this publication inspire you as much as they have inspired us to do all we can to help Mexico's entrepreneurs succeed.

Mauricio Galindo

Marketing Director and Leader of the EY Entrepreneur Of The Year™ program

Five years celebrating entrepreneurship

A recap of the first five years of EY Entrepreneur Of The Year™ in Mexico

Even as the years go by, our mission has remained the same. Ever since we published our call for nominees for the first Mexican edition of the EY Entrepreneur Of The Year™ program in 2010, we have been convinced that the media and the entrepreneurial community need to know more about today's businesses that are challenging convention about what companies can and should be, and who are paving their own roads to success.

Our mission

Starting the EY Entrepreneur Of The Year™ program in Mexico was one of our most ambitious challenges as an organization. Although our prestige as a professional services firm certainly lent weight to the program initially, actually garnering interest and belief in Mexico's entrepreneurial ecosystem was hard work. The most important asset of the Entrepreneur Of The Year™ program is credibility, since not only do we conduct a surface-level study of our nominated companies, but we also become familiar with their business models and their plans for the future as a means for our panel of independent of judges to best evaluate each story.

Back in 2010, the main aim of our Entrepreneur Of The Year™ program was to provide a forum to honor Mexico's entrepreneurs as they drive the country's economy and create most of its job opportunities. However, since then this goal has taken on a much broader focus.

Today the EY Entrepreneur Of The Year™ has become a powerful platform for dialogue and collaboration among the members of Mexico's entrepreneurial ecosystem. The

international reach of the program, plus the access to a vast network of contacts and the prestige that our program provides participants across the more than 60 countries it reaches, have given us a strategic opportunity to provide a way for our community of business visionaries to express their needs and perspectives.

Dreamers, innovators, and people that inspire

Where some only see risk, others see opportunities.

Participants in the Entrepreneur Of The Year™ program demonstrate passion, self-confidence, and an extraordinary drive to push forward where others have given up.

Over the years, the EY Entrepreneur Of The Year™ program has brought together generations of entrepreneurs with unique characteristics, including creativity, tenacity, and the right mix of knowledge and experience to tackle the challenges of their industries. The unique personalities and stories of our entrepreneurs show the perseverance and passion that have driven these individuals to create companies that have brought many benefits to Mexico's economy and the communities where they do business.

Despite the many social challenges and generally subdued economic growth in Mexico, the talent and drive shown by our entrepreneurs will certainly be an inspiration for generations to come. The 206 entrepreneur finalists we have had over the past five years have built dynamic and successful companies. The EY Entrepreneur Of The Year™ program aims to honor the achievements of these individuals, who are not only talented, but are also an example of vision and leadership that we can all learn from.



Class of 2010



Class of 2011



Class of 2012



Class of 2013



Class of 2014

How we have changed

The influence of our EY Entrepreneur Of The Year™ program has lead the way to more nominations and more finalists. In our first edition of the program, 31 distinguished entrepreneurs participated, while in 2014 the program had 52 entrepreneurs.

The participation of entrepreneurs from an increasingly diverse array of industries has given way to the creation of broad contact networks that have given participants a way to build support relationships and in some cases, even find new business opportunities. In this way, our EY Entrepreneur Of The Year™ program has helped us create an environment of collective learning and a community whose benefits reach far beyond the program and this is another reason why being a finalist in the EY Entrepreneur Of The Year™ program is so special.

In addition, every year the growing number of participants from all across Mexico provides further proof that regardless of the location or environment where entrepreneurs operate, a solid and innovative business model can be successful anywhere in the country.

Throughout these five years, we have also modified the categories and the eligibility requirements for the program. These changes have been aimed at aligning the program to current global business trends, and has also helped us recognize entrepreneurial models that may be adapted to multiple industries and markets.

Finalists make the most of their experience

Some of our entrepreneurs have participated in global studies on market trends through which, together with hundreds of other entrepreneurs from around the world, they have developed scenarios that provide a clearer perspective of the future and in this way, have ultimately promoted informed decision-making. Other participants such as the EY Strategic Growth Forum®, where our entrepreneurs have spoken about family enterprises, innovation, raising capital, and growth.

Members of the Hall of Fame have participated in analyses of entrepreneurial success stories backed by the National Entrepreneurial Agency (INADEM, Spanish acronym) and the Multilateral Investment Fund (MIF), and this has been a way for them to focus attention on their companies and to make initial contact with government agencies that may guide them as they take their organizations to the next level.

We know that though the Mexican edition of the EY Entrepreneur Of The Year™ program is still in its infancy, and that we still have much more to contribute through our program, we are confident that the enthusiasm shown by the entrepreneurs that we honor every year will lead the way to more exciting projects. We are also confident that as time goes by, Mexico will live up to its promise of taking its place among the world's economic powers, and one of the critical factors that will contribute to this success will be today's entrepreneurs whose ideas are already changing the world. Thanks to these leaders, we will continue to focus on building a better working world together.



We lead the way

Entrepreneurship is the cornerstone of who we are. As an organization, we are world leaders in providing advice, guidance, and recognition to entrepreneurs and high-growth companies, since for many years now we have been recognizing their potential to change the world.

The journey towards a better entrepreneurial ecosystem requires a joint effort by many key players. It is based on this notion that we have developed initiatives and have built strategic ties that allow us to provide entrepreneurs with the support they need. Some examples of our efforts to contribute to growing the entrepreneurial sector include the following:



EY Entrepreneur Of The Year™

We promote entrepreneurship and acknowledge many of today's most dynamic entrepreneurs who inspire others with their vision and leadership. The first edition of our Entrepreneur Of The Year™ program was held in the U.S. in 1986, and today it takes place in more than 145 cities in 60 countries around the world. In Mexico, we have had our own version of this award program since 2010. Our national winners then go on to compete for the highest honor, the EY World Entrepreneur Of The Year™ award.



EY Strategic Growth Forum®

At the different venues where these forums are held, we encourage knowledge sharing by providing a platform that brings together many of today's top leaders, high-growth companies, entrepreneurs, investors, industry experts, and government officials to share their insight. Through dynamic panels, discussions of current events, debates, contact opportunities, and inspiring stories heard at the EY Strategic Growth Forum, we aim to promote growth in the international business community. In 2014, we held the second edition of the EY Strategic Growth Forum® in Mexico.



EY - INADEM

EY Mexico and the National Entrepreneurial Agency (INADEM, Spanish acronym) have signed a collaboration agreement through which our professionals will provide support to the INADEM's National Mentoring Network. The leadership we have shown at the global and local levels regarding entrepreneurial issues will help the participants in this network better address the business challenges that most affect them.

WEGrow - Unlocking the Growth Potential of Women Entrepreneurs in Latin America and the Caribbean

The Multilateral Investment Fund (MIF), an agency of the Inter-American Development Bank (IDB), asked EY to prepare a profile of high-growth women entrepreneurs in Latin America and the Caribbean, and to analyze the differences between male and female high-growth entrepreneurs. Currently there is little focus on high-growth women entrepreneurs in the region and so to understand the entrepreneurial ecosystem, it is essential to know who these women are, what motivates them, what their biggest challenges and ambitions are, how their companies have reached their levels of growth, and what they need to continue to grow.

Global Center for Entrepreneurship and Innovation

Accompanying entrepreneurs on their growth journey is a big responsibility. For this reason we aim to provide inspiration and guidance to entrepreneurs from fellow entrepreneurs. The Global Center for Entrepreneurship and Innovation showcases our services, programs, and events from all over the world, and provides entrepreneurs with access to our experience and extensive global network of professionals. Please visit www.ey.com/entrepreneurship.

Global Job Creation

In our third annual job creation survey, we received responses from 243 of our Entrepreneur Of The Year™ winners from around the world, and the survey demonstrates that our global efforts to create jobs are in good hand with entrepreneurs.

EY Growth Navigator

Developing a company's growth strategy is no easy task and that is why we created a tool that is unique in the market and that provides a way to obtain an interactive assessment of the seven basic pillars of business success: People, behavior, and culture - Digital technology and analytics - Operations - Customers - Funding and finance - Transactions and alliances - and Risk. This experience offers entrepreneurial leaders and their executive teams a way to plan, analyze and measure their progress on their journey towards market leadership.

EY Strategic Growth Forum® Mexico 2014

Dare to grow and transcend
Dare to face the challenge that this entails
Enjoy the experience

For the second year in a row, we held the EY Strategic Growth Forum® Mexico. This forum provides a platform for entrepreneurial leaders to gain knowledge and inspiration, and to access a network of contact that has the potential to translate into new growth strategies for their companies.

Mexico and Brazil are the only two Latin American countries where the EY Strategic Growth Forum® has been held



In our edition of the EY Strategic Growth Forum, we brought together attendees from 298 companies, and a total of 595 distinguished entrepreneurs, CEOs, partners, investors, corporate leaders, and public agencies from different sectors.

In his opening message, Francisco Álvarez, CEO and General Manager of EY Mexico and Central America, told the guests: "Now, more than ever, you need to create strategies that will set you apart and be more dynamic in order to transcend. This forum will provide you with tools that will be very useful for in achieving this."



Guadalupe Castañeda, EY Mexico's Strategic Growth Markets Leader, encouraged attendees to enjoy the experience and to dare to face the challenges that need to face to make their businesses the best they can be.



This was a two-day event that included talks given through five keynote conferences and 13 panels with 70 speakers (63 Mexican speakers and 7 guest speakers from other countries), all of which are leaders in their respective industries. These leaders shared their experiences and insights on various issues, such as business opportunities in Mexico, the internationalization of companies, technology and innovation, family companies, women entrepreneurs, and funding sources.

Panelists included many key players in the Mexican entrepreneurial and enterprise ecosystem, including representatives from government agencies, universities, business accelerators, funds, associations, and both multinational and domestic enterprises, such as:

HSBC	Xerox
Grupo Bimbo	Nexus
CEMEX	New Ventures México
The Coca-Cola Company	Angel Ventures México
Cinépolis	INADEM
Grupo Kaltex	ProMéxico
Iberdrola México	SCT
Mexichem	IPADE
IEnova	Tecnológico de Monterrey
IBM	Singularity University



Enrique Beltranena



Salim Ismail



Adriana Tortajada



Pedro Zorrilla



Erik Wahl



Erik Wahl combined art and music to inspire the audience

Our keynote speakers

Enrique Beltranena, general director of Volaris, spoke about the significance of entrepreneurship guided by an in-depth analysis of the market. "Having growth potential is fundamental for any new company", he said.

Salim Ismail, Founding President and Global Ambassador of Singularity University, talked about how technology is shifting plans and paradigms in practically every industry and sector, and he emphasized that Mexico has the potential to reach the same level of innovation success as any of the world's economic powerhouses. "Mexico's biggest obstacle is not believing in itself", he said.

Adriana Tortajada, general director of the INADEM's Entrepreneurship and Financing Programs, discussed the importance of recognizing Mexico's growth potential and to this end, she described some of the support options that this agency offers entrepreneurs. According to Adriana: "If we can turn just 60 small and medium-sized enterprises into large companies, we will grow Mexico's GDP by 1%".

Pedro Zorrilla, Assistant General Director of Corporate Services and Institutional Relations of the Mexican Stock Exchange urged entrepreneurs to seek out new sources of financing: "Access to different markets gives companies much needed flexibility. Financing should not be thought of as overwhelming or exclusively for larger companies".

Erik Wahl, graffiti artist and author of the book UNTHINK, closed the forum. Erik let his infectious energy loose as he combined art and music and spoke to the audience about the power of creativity in companies: "As we get older, we lose the ability to imagine and the audacity to do things differently, and this fear translates into a reluctance to take risks for those of us in management positions."



The forum brought together just approximately 600 attendees



EY Growth Navigator



70 panelists in 13 sessions

The EY Strategic Growth Forum® also provided attendees with a unique opportunity to network and to become familiar with the EY Growth Navigator tool (which helps companies assess and outline their growth strategies by analyzing the seven pillars of business success), and to request on-on-one meetings with potential business partners or advisors through EY Events, a mobile app unique to Mexico and available exclusively for attendees.

The success of our EY Strategic Growth Forum is a testament to EY's position as a global leader on entrepreneurial issues, and its ability to forge real bonds and a spirit of collaboration among the members of Mexico's entrepreneurial and enterprise ecosystem. This is one of the many ways that we are reaching our goal of building a better working world.

For more information about the EY Strategic Growth Forum, entrepreneurial topics, and our studies, please visit: www.ey.com/sgfmexico2014.

EY Entrepreneur Of The Year™ 2014 México

Phases of the program

At the beginning of each year, we announce our call for nominations to find inspiring entrepreneurial success stories. Once again, this is exactly what we did in. Over the course of several months, we accompanied the entrepreneurial leaders on their way to the big night when the winners of this year's EY Entrepreneur Of The Year™ program were announced. The phases of the Mexican edition of the EY Entrepreneur Of The Year™ program were as follows:

Call for nominations:

February 4 through April 11

We began receiving nominations for the Mexican edition of the EY Entrepreneur Of The Year™ program. As always, we were looking for dynamic individuals who have successfully created their business models and brought them to life in an efficient and innovative way.



Nomination criteria:

- ▶ Nominees must be the company founder or owner
- ▶ Nominees must be Mexican or foreign nationals with valid residency in Mexico
- ▶ Nominees must be the leader of a Mexican (or primarily Mexican) private sector company
- ▶ The company must have reported two-digit growth (minimum compounded average) in the last three years
- ▶ The company must report a historical EBTIDA average of 10% for the same period

Documentation and interviews:

February 10 through May 9

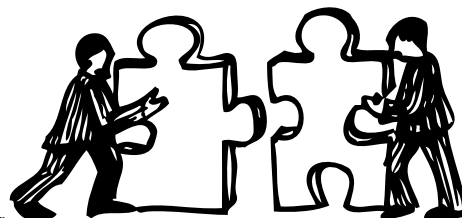
During this phase, we analyzed the nominations and verified that the nominees met the nomination criteria. We then began receiving the required documentation and held interviews with the nominees to get more information about their success, their mindsets, their leadership styles, and their plans for the future. A group of specialists then took on the daunting task of selecting the finalists.



Evaluation:

July 10 through August 28

While maintaining full confidentiality, we passed on the stories that demonstrate the talent and drive of our selected entrepreneurs to our panel of independent judges. We held a cocktail reception for the judges and the finalists to get to know each other and exchange ideas. Then, based on their experience and success in their respective fields, the judges analyzed, discussed, and selected the winners.



Gala Dinner:

September 25



The 2014 edition of the Entrepreneur Of The year Award in numbers

The effort and relentless hard work of entrepreneurs deserve our admiration, as does the powerful contribution they make to our economy. They are the engine that creates jobs and brings growth to our economy and well-being to our communities. Get to know them!

**EY Entrepreneur
Of The Year™**
2014 México

The **5th** edition of Mexican edition of EY Entrepreneur Of The Year™ program had **52** finalists from **44** companies

14 of the finalists came from family businesses

This year, we had

5 women finalists

10 states

The companies of our finalists come from across Mexico: Chihuahua, Mexico City, the Mexico State, Jalisco, Michoacán, Nuevo León, Puebla, Querétaro, Quintana Roo, and Yucatán



The companies of the finalists generated a total of

14,605 jobs in 2013



On average, our finalists increased their number of employees by

26%

between 2012 and 2013



The finalist companies reported more than **MXN 9,400** million in total earnings in 2013



Our finalists operate in the following industries:

Technology	18%
Retail and consumer products	16%
Real estate, hotel and construction	14%
Energy and mining	11%
Manufacturing	7%
Services	7%
Education	7%
Financial services	7%
Health sciences	4.5%
Automotive	4.5%
Recycling	2%
Agro-industry	2%

On average, the **44** empresas finalists increased their sales by

28%

between 2012 and 2013

The entrepreneurs are between **25** and **62** years old



Backed by experience

The work involved in analyzing the business models of our finalists required our judges to leverage their experience in order to recognize the merits of each of the entrepreneurial leaders, and of the achievements, the scope, and the potential of the businesses they lead. The judges for the 2014 EY Entrepreneur Of The Year™ program were as follow:



Enrique Beltranena Mejicano

CEO of Volaris
National Winner in 2011 and judge for the 2012 Mexico EY Entrepreneur Of The Year™ program



Adrián Grief Cervantes Covarrubias

General Director of Medicus (now, Grupo Biossmann)
National Winner of the 2013 EY Entrepreneur Of The Year™ program



Raúl Ferráez Pérez Pascal

General director of the magazines *Líderes Mexicanos*, *Petróleo & Energía*, and *Latino Leaders*
Judge of 2013 Mexico EY Entrepreneur Of The Year™ program



Rafael Gómez Nava

General Director of the Instituto Panamericano de Alta Dirección de Empresa (IPADE)

Enrique Beltranena shared his experience as a judge:

"We have had another great year of dynamic entrepreneurs who spoke to us about how to continue creating jobs. They shared their interesting views on their growth potential for the next three years, and they expressed their confidence in continuing to invest in Mexico and expanding abroad.

We also saw the role of technology and its significance for the nominees, since it has given them greater mobility, more quality, and powerful tools for overcoming obstacles, attracting talent, and improving their costs and competitiveness".

When evaluating the finalists, the judges paid close attention to the story of each entrepreneur, and the scalability and evolution of each business, the level of innovation exhibited, the capacity of the business to transform markets, and the financial plan of each company.

Building relationships founded on teamwork and experience:

Cocktail reception for program judges and finalists

As part of the selection stage of the EY Entrepreneur Of The Year™ program, on July 10 we organized a cocktail reception for our judges and finalists to share their experiences, develop contact networks, and socialize with other leaders of the entrepreneurial ecosystem.

This was the first time during the year that the finalists met and they appeared enthusiastic about being part of the program's Class of 2014. The cocktail reception was also an excellent opportunity for them to network among themselves.

Francisco Álvarez, the President and General Director of EY Mexico and Central America, welcomed the entrepreneurs and in his message to the guests he emphasized that in addition to celebrating EY Mexico's 80th anniversary, this year EY Mexico is also commemorating our first five years of the Mexican edition EY Entrepreneur Of The Year™ award program. According to Francisco: "This is the fifth year we have held this event, and we are proud to see that it has been growing every year. This year we have 52 finalists from 44 companies."

Emilio Díaz, EY Mexico Markets partner, thanked the judges for their participation and for having eagerly listened to the finalists tell their stories and share insights into their entrepreneurial journeys. Emilio also emphasized that this joint effort brings great results: "EY's motto is Building a Better Working World and what better partners do we have for this then you, who are dynamic entrepreneurs that believe that creating companies improves our environments and our communities." Emilio also explained that there are editions of the Entrepreneur Of The Year™ program in more than 60 countries where EY does business, and that the winner of



Francisco Álvarez



Emilio Díaz



Guadalupe Castañeda



each country travels to Monte Carlo, Monaco to participate in the World Entrepreneur Of The Year™ event, which is an experience that provides an opportunity for participants to learn from entrepreneurs from around the world and to meet the global winner of the Entrepreneur Of The Year™ program.

C l a s s o f



2014



2014 Hall of Fame



"Mexico needs young entrepreneurs who are audacious and passionate, and who are committed to becoming agents of change and to transforming Mexico by applying the ethical principles they were taught."

Sergio Argüelles González
FINSA



"There are two things that must happen: a company must be guided by ethical principles and its employees must always be inspired. They should be challenged to live up to their potential."

Jorge Barbará Morfín
HELVEX



"Success is relative because it's more like a sensation than a result and this idea is reflected both within and outside a company."

Simón Cohen Shamosh
Henco Logistics



"Every entrepreneur must follow his or her personal virtues to be able to do business and build big companies."

Jorge Armando Huguenin Bolaños Cacho
Grupo CIOSA



"We are in this world to leave our mark and one way to do so is through entrepreneurship. It's not the only or necessarily the best way, but it's very exciting indeed."

Mario Carlos Saldívar Villarreal
GoNet



"There will always be uncertainty, but there's nothing sadder than someone who never tries. You have to believe in your goals and pursue them."

Luis Carlos Villarreal Sáenz
Grupo Visa



"You can prevent a company from coming to a standstill by setting new goals once past goals have been met."

Ramiro Trinidad Cantú Stafford
Comercializadora Cantú



"The only difference between an entrepreneur and an employee is that when you're an entrepreneur, the sky is bluer and hell is hotter."

**Oscar Francisco
Cazares Elías**
Industrias Cazel



"Entrepreneurs are definitely born, but once a person decides to follow that path, he or she must continue to learn and develop."

**José Ramón Fernández
Martínez Gallo**
Grupo Prisma



"Entrepreneurs are individuals who have decided to take on big challenges, even when it means putting their reputation, capital, and future at risk."

**Jaime Luis Saldaña
Méndez**
Bioenergía de Nuevo León



"Talent-wise, Mexico is just as good as any other country in the world, and building a Mexican company that can go up against global giants is the best proof of this."

**Rogelio Patricio
Viera Ayala**
Pounce



"Everyone has good ideas, but being an entrepreneur means transforming those ideas into reality."

**Juan Carlos
Viramontes Cherit**
MIT



"The best way to make a business grow is by saying these five magic words over and over again: How can I help you?"

Carlos Agami Zaga
Agasys



"We need to understand that we work with human beings and that everyone needs words of encouragement and support sometimes. Inspiring people is a huge challenge."

Jacobo Agami Zaga
Agasys



"To have high performance teams, you must lead by example. Words move us, but actions drive us".

**Adrián Francisco
Aguirre Palme**
Play Telecom



"My passion is projecting an image that involves the environment, society, and developing the skills of local communities".

**Jesús Manuel
Aldrete Terrazas**
Chicza



"Leadership means being demanding in all aspects. It means quickly finding ways to improve to help streamline processes and practices."

Roberto Ayala Troncoso
Cyberpuerta



"Innovative people believe in themselves, they take risks, and above all, they learn from them."

Juan Carlos Baumgartner García
SPACE Arquitectura



"There are still a lot of people out there to train and motivate, including young people, so that they will work and be more productive in life."

Juan Caballero Roper
Aísa Constructora



"Being an entrepreneur is like bungee jumping: you're standing there and you don't want to jump, but once you do, you go down low and come back up higher, but you always bounce back."

Gloria Ivette Canales Saldaña
Dafiti



"People in Mexico are looking for stability and a place where they can work for many years. It's very important to start promoting the entrepreneurial culture."

David Geisen
Dafiti



"Failure brings us one step closer to success. The things that happen to us teach us what we should and shouldn't do."

María Teresa Cazola Bravo
Tere Cazola



"You need to know the difference between adrenaline and passion. Adrenaline makes things happen impulsively, but with passion, we try to take actions based on cold calculations. More passion and less adrenaline please."

Humberto Cebada Echeverría
Global Solare



"A project transcends because of the actions of our employees and so the best approach is to learn how to recognize and develop those efforts."

Alejandro Cuervo Guevara
IPETH



"You need to have the company's DNA reflect simplicity and practicality, but without losing sight of the fact that you should always be professional."

Manuel de la Torre Rábago
IA INTERACTIVE



"Your company will be successful only to the extent that you can pin down how much it contributes to making Mexico being a better country in every aspect."

**Jorge Iván
Espadas Espinosa**

Blue Ocean Technologies



"When you become an entrepreneur you go from having just one boss to having a thousand. This implies being more committed to meeting their demands since without this commitment, the result would be failure."

Gaspar Gorocica Romero

Puesta a Punto



"The human factor shouldn't be overlooked because, when people change, companies change."

**Silvia Haydee
Romero Franco**

Puesta a Punto



"If your idea is backed up by a good work plan, you will be successful, regardless of the obstacles that you may find along the way."

Francisco Granados Castillo

Sujetadores de Acero



"The only thing an entrepreneur should regret is not having started sooner. Everything else are lessons that pave the road."

**Gabriel Isaac
Hernández Garduño**

Sigma Solutions Commerce Group



"Working hand-in-hand with someone is always good, because that's how the best ideas get done. Strategic alliances are essential for an entrepreneur."

Hiram Ibarra Ríos

Austar Latinoamérica



"Entrepreneur is a synonym for persistence, passion, insanity, and obsession, with a special emphasis on persistence, because this is how project deals get closed."

**Jesús Alberto
Martínez Larralde**

EnvíaFlores



"The decisions that are made in the company have a real, immediate, and measurable impact, and this leads to change in all aspects of our daily lives."

Chemaya Mizrahi Fernández

Mizrafin



"It's critical for us to prove that our activities go beyond just offering products, and that we have an impact and that we are very committed to helping marginalized"

Gustavo Muñoz Castillo

Los Danzantes



"I've had many failures in my life, more than I would have liked, but I've also had many successes, and these are what have taken me down the right path."

Alberto Manuel Ontiveros Balcázar

Conduzinc



"Despite being told countless times that I would fail and that there were no opportunities in the construction sector for a woman without an engineering or architecture degree, I succeeded."

María Eugenia Rangel Vera

Tabiques y Acabados de Cerámica



"To retain talent you need to consider three factors: how challenging the position is, how to acknowledge your employee's work, and how the work environment in your company is."

Luis Felipe Sánchez Velasco

Indicium Solutions



"As an entrepreneur, making money shouldn't be our main aim because if it is, we will most likely regret our decision later."

Gonzalo Senosiain Baixeras

GRIP



"You have to follow your heart and your gut, and believe in the passion of each person to build your business into one that will respond to the demands of its people and contribute to positive change."

Eduardo Serna Barragán

ProMedic



"Learning is the most important skill for people and organizations and so you first need to focus on attitudes to later develop aptitudes."

José Vargas Barrera

LEXIUM



"Professional training creates jobs and Mexico needs graduates who are willing and able to be entrepreneurs who generate jobs."

Eduardo Badillo Jordán

in.Q.ba Escuela de Negocios



"Learning is achieved in the classroom through guidance coaching, and by the mentoring of an entrepreneur linked to a student project."

José Carlos López Estrada

in.Q.ba Escuela de Negocios



"The only thing that will close the gap between the rich and the poor is education - rather practical education."

Isaías Villareal Hernández

in.Q.ba Escuela de Negocios



"The educational and technological industries are going through a revolution. For the first time in history, we are able to measure the basic aspects of our educational system."

Jorge Camil Starr
ENOVA



"Many people believe that performing well means staying in the office late and fearing the boss. However, good performance is actually the result of clearly defined objectives, and having the freedom to be proactive."

Moís Cherem Arana
ENOVA



"Being an entrepreneur means conquering many fears and learning to dream big. It's something that you have to work at for many years."

José Raúl Maldonado Rodríguez
ENOVA



"A company does not survive by achieving financial success, but rather, by creating solutions that make society better."

Emilio Cohen Zaga
iBUILTec



"A good entrepreneur must be able to envision future needs and create business opportunities where no one believes there can be success."

Álvaro Núñez Solís
Recicla Electrónicos México



"Success starts with an idea for a business that will transcend and not just with the idea of building a business quickly."

Javier Okhuysen
salaUno



"As an entrepreneur, it's a mistake to want to do things alone. You have to dare to take risks and find people who are willing to take the plunge with you."

Carlos Orellana
salaUno



"What motivates me is the feeling that my life is a positive influence on other people."

Fernando Orta Martínez
Podemos Progresar



"When you really focus on reaching the goals you set out for yourself, those goals can be reached, in spite of the obstacles you may find along the way."

Luz María Spínola López de la Cerda
Gallelis

Entrepreneurial leaders who transform society



A dynamic group of entrepreneurial leaders who transform their communities were honored at the EY Entrepreneur Of The Year™ 2014 Mexico gala dinner held on September 25, where the category winners and the National Winner were also announced.

During his opening message, Francisco Álvarez, General Director of EY Mexico and Central America, emphasized that: “We know that with all of you doing what you do, Mexico will have what it needs to achieve growth.”

Enrique Beltranena, on behalf of the judges Adrián Glief Cervantes, Raúl Ferráez, and Rafael Gómez, addressed the finalists and praised their ability to create jobs and innovate: “Reading about the business models of these entrepreneurs has made me optimistic about Mexico’s future growth”, he said.



Francisco Álvarez



A evening for honoring Mexico's entrepreneurial talent

To acknowledge entrepreneurial talent, to inspire younger generations to build their own companies, and to maintain Mexico's economic vitality, it is critical that we create collaborative relationships and this is why this year, the EY Entrepreneur Of The Year™ Mexico program was sponsored by HSBC.

National Winner

Sergio Argüelles González, General Director of FINSA, was the winner of the Consolidated category and the 2014 National Winner. FINSA was founded in 1977, and the company develops industrial complexes in strategic locations in Mexico, the U.S., and Argentina. When he received the award, Sergio said: "This motivates us and inspires us to keep doing what we do, to keep investing and to keep contributing to Mexico's development."

Mario Carlos Saldívar Villarreal of GoNet was the winner of the Expanding Business category, and at the time he won his award, he said that: "Six years ago I decided to found a Mexican technological company that is able to compete internationally and today we do business in four countries."

Francisco Cazares Elías of Industrias Cazel won the Accelerating Business category. Francisco started his company in the midst of the 2008 crisis and with regard to his

award he said that: "This recognition is proof that we can all be entrepreneurs."

Jesús Alberto Martínez Larralde of EnvíaFlores, winner of the Under Development category, has paved the way for Mexico's e-commerce sector: "We were certain that some foreign company would come to Mexico and beat us to the punch, so we decided that we would try to do it ourselves."

Jorge Camil Starr, Moís Cherem Arana, and José Raúl Maldonado Rodríguez of ENOVA, winners of the Social Impact category, said: "This award is for everyone who works with and for us, and who shares the dream of a better Mexico."

Through the EY Entrepreneur Of The Year™ program, we reaffirm our commitment to making a better entrepreneurial ecosystem where more visionaries are able to build businesses that will transcend and benefit our economy.



Carlos de la Rosa, Teresa Rodríguez, Oscar Aguirre, and Víctor Soulé,
EY Mexico Partners



Francisco Álvarez



Jorge Iván Espadas, Blue Ocean
Technologies



José R. Fernández, Grupo Prisma



Oscar Francisco Cazares, Industrias Cazel



Representatives of Agasys



Manuel de la Torre,
IA INTERACTIVE



Luz María Spínola, Galleis



Representative of Los Danzantes and guests



Juan Carlos Viramontes, MIT



Francisco Granados, Sujetadores
de Acero



Ramiro Trinidad Cantú,
Comercializadora Cantú



Eduardo Serna, ProMedic



EY Partner and guests



Ma. Eugenia Rangel,
Tabiques y Acabados
de Cerámica



Luis Felipe Sánchez, Indiciu Solutions



Guests



José C. López, Isaías Villarreal and Eduardo Badillo of in.Q.ba Escuela
de Negocios



Álvaro Núñez, Recicla Electrónicos
México



Alejandro Cuervo, IPETH



Gabriel Issac Hernández, Sigma Solutions



Fernando Orta, Podemos Progresar



Ma. Teresa Cazola, Tere Cazola



Moís Cherem and Jorge Camil de ENOVA



José Vargas, LEXIUM



Juan C. Baumgartner, SPACE
Arquitectura



Jesús Alberto Martínez, EnvíaFlores



Alberto Manuel Ontiveros, Conduzinc



Gaspar Gorocica, Puesta a Punto



Hall of Fame



Gonzalo Senosiain, GRIP



Jaime L. Saldaña, Bioenergía de
Nuevo León



Rodolfo Islas and Oscar Ortiz
de EY



Adrián F. Aguirre, Play Telecom



Sergio Argüelles, FINSA



Mario Carlos Saldívar, GoNet



Enrique Beltranena, Raúl Ferráez, and guests



Guests



EY Partners with Roberto Ayala of Cyberpuerta



Luis de Oteyza and Roberto Cuarón,
EY partners



Guests



Guests



Guests



Guests



Guests



Hiram Ibarra, Austar Latinoamérica



Bruno Blackmore and Guadalupe Castañeda of EY and guest



Guests



Francisco Álvarez and Sergio Argüelles, National Winner



José M. Méndez with Jorge Camil and Moisés Cherem, winners of the Social Impact category



Geoffrey Fichte and Mario Saldívar, winner of the Expanding Business category



Emilio Díaz and Oscar Cazares, winner of the Accelerating Business category



Víctor Soulé and Jesús Martínez, winner of the Under Development category



Sergio Argüelles



**Sergio Argüelles
González**

FINSA

National Winner

Winner of the Consolidated category

For close to four decades,
Sergio has been committed to
driving production in Mexico
and beyond

A leader who has grown with the industry he serves

Creating spaces that ensure the optimum functioning of operations and where employees are motivated to be productive was the idea behind the first project that Sergio Argüelles González undertook back 1977. This eventually led to the creation of his company FINSA, which currently owns 16 industrial parks.

A native of Matamoros, Tamaulipas, and with a background as an economist specializing in finance, Sergio has spent the past 37 years leading one of the most solid and experienced industrial complex development companies in Mexico that enjoys international recognition.

"We have been able to make this company grow. We work in a very dynamic sector - the manufacturing industry. Currently, we have one of the largest industrial park leasing portfolios in Latin America, and we are present in all of Mexico's principal industrial areas," he said.

FINSA also has operations in the U.S. and in Argentina where it operates industrial complexes for the automotive, aerospace, logistics, medical, and electronic-electric sectors, among others. Throughout its history, FINSA has built a total of more than 7 million square meters of industrial space and it currently leases and manages more than 1.7 million square meters of industrial facilities.

Innovation and a focus on environmental sustainability have meant that FINSA has been on the cutting edge of these areas for almost four decades. An example of this is the first

industrial building that FINSA built in Mexico designed to meet the Leadership in Energy & Environmental Design (LEED) Gold Standard. In addition, all of the company's industrial parks in Mexico have the "Environmental Quality" certificate or are in the process of obtaining it.

According to Sergio, a successful company is built by attracting the best talent: "I'm convinced that nurturing and developing the strengths of all my team members and encouraging them to be creative and express their ideas has been the best way for the business to grow."

Sergio's success has also translated into HIS understanding the needs of his customers and finding success with them. Building these relationships has allowed his company to grow, since 50% of his new projects come from his current portfolio. FINSA faced considerable difficulties 20 years ago, but with a new structure and strategy in place, it was able to get back on its feet and since then it has achieved 18% annual growth year after year.

Mario Carlos Saldívar Villarreal

GoNet

Winner of the Expanding Business category



Adopting a competitive and flexible business style

High-performance entrepreneurship

The real game changer in the entrepreneurial life of Mario Saldívar was when he represented his university in an event in Spain. He returned to Mexico with a business idea in mind and so after finishing his degree, Mario set up an accounting practice with his brother, which had an IT area but lacked automated processes.

He later formed a partnership with a Spanish entrepreneur and this gave him the opportunity to go deeper into the world of technological solutions. Sergio was then the CEO of a Dutch company for the next five years. At the end of this stage of his career, Mario decided to become an entrepreneur and created GoNet, a Mexican company that is able to compete against global competitors.

Currently, GoNet provides high-performance business solutions to the finance, application development, systems support, and network alternatives areas of companies. Given that the number of suppliers in this sector is quite high, Mario set out to adopt a competitive and flexible business style for his company. The company currently has operations in four countries: the U.S., Mexico, Colombia, and Spain.

The company's mission is to also be a "social window". The company has a Training & Development Center, through which it looks for the best talent from universities throughout Mexico and involves them in training programs. Also, each day Mario's company provides meals for 500 children in marginalized communities in the municipality of Tlapa in the state of Guerrero, and also provides support to pregnant and underprivileged women through the Vida y Familia association.

Mario enjoys listening to people and leading by example: "We're not just about providing one-off services. What we want is to grow in our relationships with our customers. I try to instill a sense service and positive attitude into all my people," he mentioned.

Oscar Francisco Cazares Elías

Industrias Cazel

Winner of the Accelerating Business category



After years of losses, the company has since experienced sustained annual growth of between 30% and 35%

Courage and good timing

Audacity does not require any exceptional qualities in people, but is instead something that everyone, especially entrepreneurs, can demonstrate. The crisis in the automotive industry that occurred after the 2008 global financial recession affected all facets of the production supply chain, and as a result, thousands of jobs were cut. Quite simply, the business strategy for the sector had to undergo a huge rethink.

Against the backdrop of bad news, there were only a few new businesses out there that were willing to venture into the topsy-turvy world of the automotive industry. However, Oscar Cazares followed his vision, and drawing on his experience in product development, he bought a bankrupt company that he has since that time transformed into a company that specializes in the design, injection, assembly, extrusion, and thermal-shaping of plastic parts. After two years of reporting operating losses, Industrias Cazel has become one of the largest suppliers to many leading automakers, such as Nissan, Honda, Chrysler, and Volkswagen. The increase in the company's production capacity and the relentless pursuit of continual improvement have led to sustained annual growth of between 30% and 35% from 2009 to date, and have generated more than 500 direct jobs. In addition, Industrias Cazel has the following international standards certification: ISO-9001:2008, ISO-TS 16949:2009, and ISO 14001:2004.

Industrias Cazel provides its employees many benefits beyond the ordinary, including on-going training and open communication. Industrias Cazel also supports social programs with a local and nationwide reach. According to Oscar, "A company's culture works when top management lives this culture, since this is usually the only thing that makes its way from the top down."

Jesús Martínez Larralde

EnviaFlores

Winner of the Under Development category



Persistence is the key to success. Our biggest risk is losing sight of the reason for being of our businesses

Tenacity and passion

Jesús Martínez Larralde came up with the idea of opening an online store quite some time ago, and in 2001 he turned this idea into reality when he was unable to find an online flower delivery service website to send flowers to his girlfriend.

EnviaFlores has since grown into a company with just under 60 employees without ever having received any financing. Since 2007, the company has grown by 40% per year, thus making it the only profitable e-commerce business in Mexico. EnviaFlores is a website where customers can buy and send floral arrangements, gifts, and balloons nationwide. The network built by Jesus includes 200 affiliated flower shops. EnviaFlores serves 115,000 customers and provides 24-hour service in Mexico City and Monterrey, and is even open on Sundays. Jesús provides his customers a quality guarantee and has built trust among his customers. EnviaFlores develops its own technology, which gives the company flexibility to innovate its services.

Regarding the company's future growth, the priorities of Jesús are investing in workshops in key cities, and in advertising and brand-building for EnviaFlores, as well as in developing the company's systems. Jesús believes that in the next few years, EnviaFlores will be a more mature enterprise and will have more presence in the market. Jesús visualizes his company as the largest flower shop in Latin America.

The clarity of its objectives and knowing how to communicate them, as well as the persistence of its leader, have been determining factors in the continued success of EnviaFlores. Entrepreneurship has helped Jesús go beyond his limits and face his fears, which is essential for anybody who wants to be the best they can be. "Entrepreneurs don't just try to reach personal goals - they also work towards goals for the greater good and for creating jobs," he said.

Jorge Camil Starr,
Moís Cherem
Arana y José
Raúl Maldonado
Rodríguez Arana
ENOVA
**Winners of the Social Impact
category**

Economic and social significance
with 130 thousands graduates
of their programs

Value and discipline

When Moís Cherem, Jorge Camil Starr, and José Raúl Maldonado Rodríguez Arana set their new business in motion, their expectation was that their customers would pay for the sustainability of the services. However, the company's mission soon changed as the business model became focused on bringing educational technology to low-income individuals as a way to help develop the skills of Mexico's population.

The efforts of ENOVA's leaders to face and overcome every challenge, as well as their ability to adapt, have allowed this organization to maintain consistent growth levels, improve its practices, and continue to follow the right path.

ENOVA designs and operates innovative educational spaces and creates all the technology needed for these spaces to work. The company currently operates 95 centers and will soon deliver another 25 for a total of 120 centers. The idea is for there to be at least one of their centers in every state in Mexico. Enova has multidisciplinary work teams and employs scholars, technology experts, systems engineers, designers, and teachers.

"For ENOVA, educational impact and profit margins are equally important, and this raises the bar much higher for us because yes, we have to be profitable, but we also have to have an impact on education", said Cherem, who together with his partners has been working very hard to achieve this.

The quality of ENOVA's work can be seen in its employees, who know how important it is to stay focused and aware of the significance of their work. Going forward, ENOVA sees itself as a vital agent of change in the transformation of the Mexican educational model.





Cohesion that brings growth

Cooperation not only accelerates growth, but it also guarantees that growth is orderly and sustainable. At EY, we know that teamwork brings strength and this is why we are always on the lookout for allies to work with, such as HSBC, whose leadership and experience add value to our EY Entrepreneur Of The Year™ and EY Strategic Growth Forum® events.

Geoffrey Fichte, Executive Director of Enterprise Banking, spoke to Mauricio Galindo, Brand, Marketing, and Communications Director of EY Mexico, about why this prestigious financial institution decided to become sponsor of our EY Mexico events: "At HSBC we take our commitment to supporting Mexican entrepreneurs very seriously. Financing is so critical to driving growth for companies and in particular, for new businesses that are in their various stages of change and development," he said.



Geoffrey Fichte and Mauricio Galindo

HSBC works with Nacional Financiera and the National Entrepreneurship Institute to develop financing plans, and to offer mentoring programs as well: “We support entrepreneurs by giving them advice on areas that we are experts in, such as payments and collections, foreign trade, and investments,” Fichte said.

Geoffrey also mentioned that entrepreneurship in Mexico is currently going through a boon period and that going forward, the contribution of these business models will be even more relevant in terms of job creation and increasing GDP, and this is why entrepreneurial leaders must be ready to transcend: “Enterprises have to invest more in governance and ensure that they have very well-defined functions and qualified people working for them. This is critical to sustain high growth”, he explained.

Geoffrey also spoke about other challenges that business leaders face, such as those entrepreneurs that despite the progress of their enterprises, resist altering their business structures and continue running their businesses as individuals. And with regard to this, Geoffrey says that: “Registering a business as a corporate entity allows

“At HSBC, we take our commitment to support entrepreneurs in Mexico very seriously”

entrepreneurs to secure loans at lower interest rates. It’s also important to invest in having audited financial statements, which gives banks like HSBC a lot of confidence when they assess financing options.”



Geoffrey Fichte

Lastly, Fichte reassured Mauricio that the entrepreneurs who attended the EY Strategic Growth Forum® are now better prepared to face their growth challenges, and that EY Entrepreneur Of The Year™ participants have found new ways to improve: “At HSBC we are already working on financing plans for some of the Entrepreneur Of The Year™ participants, because we trust in the entire process that they have gone through to get there. The enterprises that take part in initiatives like Entrepreneur Of The Year™ become stronger and get a broader vision of where they’re headed,” he said.



EY World Entrepreneur Of The Year™ 2014



The EY Entrepreneur Of The Year™ program is held in more than 60 countries around the world to honor the leadership, drive, and power to change of today's entrepreneurs. Each year, the winners of the local editions of each country meet in Monte Carlo, Monaco, to exchange perspectives, share ideas, build connections, and meet the global winner of the EY Entrepreneur Of The Year™ program.



The winner of the 2014 worldwide EY Entrepreneur Of The Year™ was Uday Kotak, Founder and General Director of Kotak Mahindra Bank, who for the past 15 years has grown Kotak Mahindra Bank into one of India's most prestigious financial institutions, with annual revenues of USD 2.8 billion through 605 branches in India and international representation offices.



Adrián Glief Cervantes, who represented Mexico at the event, has made a difference thanks to his contribution to an area that is critical to building a better society: the health sector. Medicus (which today is Grupo Biosmann) provides anesthesia and respiratory therapy equipment and technology solutions and also provides advisory and other operating room services. The great growth and potential for international expansion of Medicus is clear to all who learn about its business model.



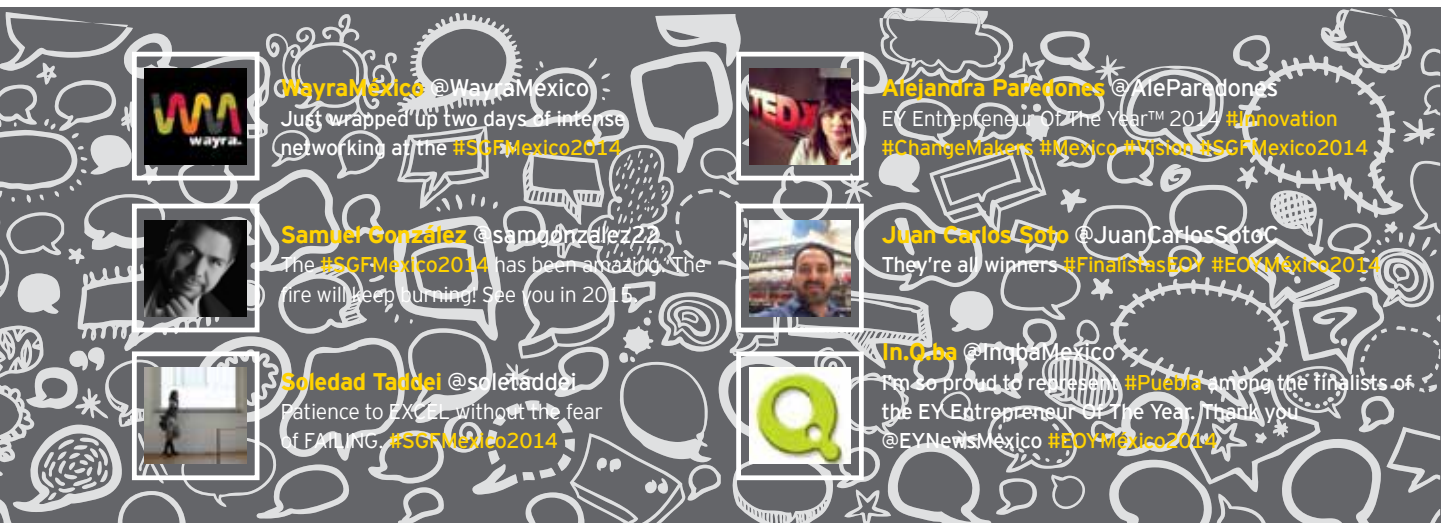
Hugo Moreno, General Director of Ópticas Ver de Verdad, was selected among entrepreneurs from around the world as one of the six finalists of the "Ready, Set, Grow" program through which he received personalized guidance about his growth plans from an international group of mentors.

The power of entrepreneurial success

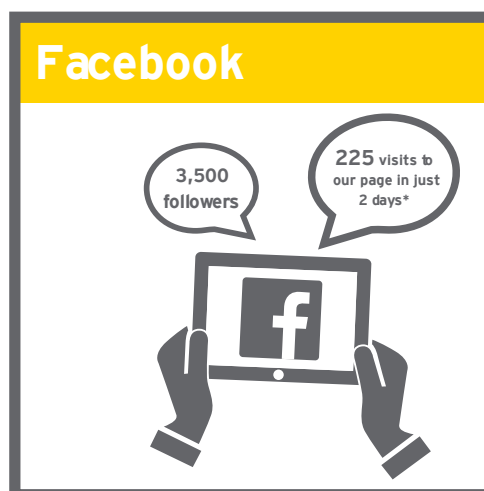
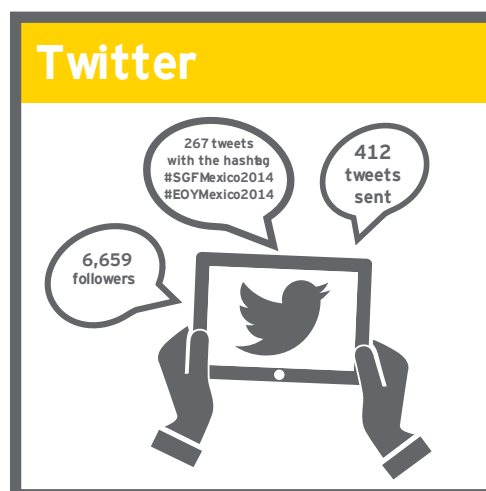
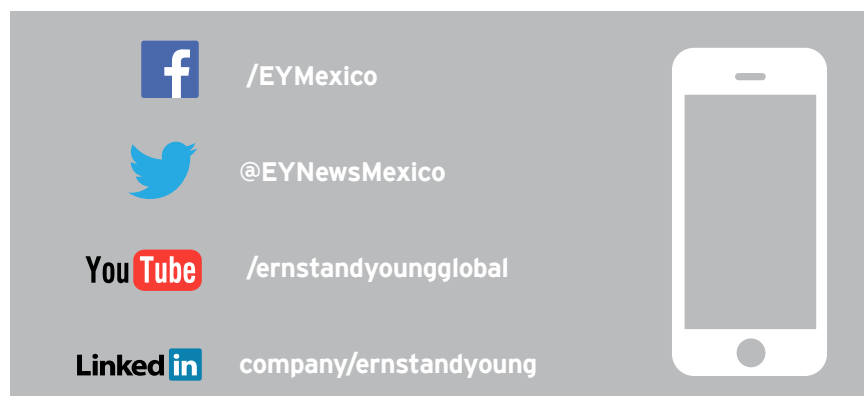
The annual EY Entrepreneur Of The Year™ program and the EY Strategic Growth Forum® have proved to be two of the most influential events held for the business world in Mexico, and they have provided an unparalleled opportunity for all of us to celebrate and encourage the talent that underlies entrepreneurship success in our country and abroad.

The awards given to our entrepreneurs and the business forum are just two of the ways that we are helping to drive the growth of Mexican companies. The EY Entrepreneur Of The Year™ program and the EY Strategic Growth Forum® have become powerful platforms for telling the stories of our entrepreneurs, sharing their challenges and achievements, and celebrating the work of these visionary leaders in their different industries.





Through social networks, our followers receive preferential seating at our events and enjoy direct and quick access to valuable information about other issues that have an impact on the economy and finance in Mexico. This experience gets even better when we consider that attendees have the chance to exchange perspectives and engage in valuable conversations with the finalists and judges and everyone else involved in the event.



*During the EY Strategic Growth Forum® Mexico 2014 and the EY Entrepreneur Of The Year™2014 Mexico events



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EY initiatives for entrepreneurs





Accelerating Entrepreneurs

The Accelerating Entrepreneurs program will bring a select group of high-potential entrepreneurs to the 2015 EY World Entrepreneur Of The Year™ event in Monte Carlo and provide them with personalized guidance on their plans for growing their businesses. Take advantage of this unique experience and take your company to the next level. Follow the link below to find out more information about the terms and conditions of the program, the profiles of our mentors, and the application form.

www.ey.com/scaleup

EY Growth Navigator

This exclusive interactive tool helps users define their priorities in order to accelerate the strategic and sustainable growth of their businesses. Request a personalized session today.

www.ey.com/mx/sgm

Global Center for Entrepreneurship and Innovation

This is a space for entrepreneurs to meet, collaborate and share their experiences.

www.ey.com/entrepreneurship

Family Business Center

Though every family is unique, family enterprises actually have a lot in common. Access publications and discover perspectives of leaders that will help you consolidate your company's strategy.

<http://familybusiness.ey-vx.com/>

Análisis y perspectivas

To help you better understand the current trends in the economies in the countries and communities where you do business and to help you make more informed business decisions, we have made available to you the studies, research, surveys, and publications created by our global network of professionals.

www.ey.com/mx/publicaciones

The innovative spirit and the talent of Mexico's entrepreneurs have helped these businesses rise above their challenges, as they have left their mark on our society and paved the road for tomorrow's visionary leaders who will surely make a difference in the business world.

We look forward to meeting the heroes of today's entrepreneurial success stories, and to learning about their exciting business models.

The call for nominations for the EY Entrepreneur Of The Year™ 2015 Mexico is about to begin. If you know any entrepreneurs who stand out from the rest thanks to their determination and leadership, invite them to participate in the sixth edition of our EY Entrepreneur Of The Year™ program.

Please visit www.ey.com/mx/eoy



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working world