EY NextGen Academy 2015
Developing the next generation of entrepreneurs
In cooperation with EY Entrepreneur Of The Year™
Carving the white space
Transferring entrepreneurship

To succeed for generations, family businesses need an entrepreneurial spirit that not only ensures that the pioneering mindset and values that established the business continue to flourish, but also creates future opportunities to deliver innovation and financial and social value. However, when planning for business succession, the next generation is sometimes unsure that following their parents’ path is right for them. In fact, one of our studies of family business found that only 4% of university-educated children of entrepreneurial families want to take on a leading position within their parents’ business directly after graduating. That is hardly surprising given the attractive alternatives for highly educated professionals.

Business colleges and educational programs prepare young adults for the business world. But how can they discover the excitement and benefits that entrepreneurship can bring for them? The answer to that question can be found during the EY NextGen Academy, a range of unique and exclusive one-week training events that help the next generation to explore their individual potential and introduce them to the challenges of running a (family) business.

I am delighted to present to you our current EY NextGen Academy, which is described in more detail in the following pages. With this in mind, I wish to thank both the participants and their parents, who have come from 50 countries to take part since 2009. My thanks also go to the institutions and faculties involved, whose commitment and passion have made the program so special.

I am looking forward to an exciting time with enthusiastic young people from entrepreneurial families all over the world.

Peter Englisch

“This program has changed our lives! After the EY NextGen Academy week, my son realized that he wanted to come to work with me. And I realized that he is capable of doing so.”

Barb Stegemann, Author and CEO, The 7 Virtues, Canada
The EY NextGen Academy
exists to offer young people from family businesses a chance
to explore how exciting, interesting and varied the entrepreneurial
course can be. At the EY NextGen Academy, participants find
out where their strengths lie, explore their interests and express
their own needs for the future.

Like extreme skiers,
who work out their descents of slopes that were considered
impossible, young people need to steer their own course to success
and hone their own personal style. The EY NextGen Academy
provides them with the guidance they need to achieve this.

Regardless of whether they are planning concrete projects
for their entrepreneurial future or want to widen their personal
network of international young entrepreneurs, we will help them
explore their interests, accelerate their potential and encourage
them to make a difference as a visionary leader.

Take advantage of amazing offers and
carve the white space
by joining one of our programs.
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The EY NextGen Academy concept

The EY NextGen Academy Program combines knowledge from leading international executive business schools with practical experience and advice from EY, creating a targeted offering aimed at the next generation of entrepreneurs and family business leaders. This incomparable combination offers a unique opportunity for the participants to benefit personally from the experience of exceptional business personalities and their peers from around the world. It is not the goal of the EY NextGen Academy to prepare participants to take over a business, but rather to address the key issues involved in keeping entrepreneurship alive within a family business context and helping it succeed for generations to come.

After completing the program, participants can then stay in touch via the EY NextGen Club. This exclusive global network connects young family business entrepreneurs and offers them somewhere they can find support and advice when they need it most.

Taking the various interests and development needs of different age groups into account, the program runs a three-tier approach:

**Orientation**

**EY NextGen Academy**

**First Program — push your limits!**
Orientation: aimed at young people aged 16 to 20 in family businesses, this program will help the next generation of entrepreneurs discover their business potential.

**Personality**

**EY NextGen Academy**

**Advanced Program — seize the opportunity!**
Personality: this program will see the leaders of tomorrow build on their entrepreneurial talents. Aimed at 21 to 25 year olds in family businesses.

**Visionary leadership**

**EY NextGen Academy**

**Excellence Program — make a difference!**
Visionary leadership: aimed at family business professionals aged 26 to 30+, this program encourages young global leaders to act as agents of change and learn how to turn innovation into value.
All program classes are conducted in English. Interested participants also have ample opportunities to practice the language of their chosen program country. The level of English required for participating actively in the program is at least upper intermediate.

You can obtain further program brochures and application forms from our website www.ey-nextgen.com or by emailing nextgen@de.ey.com. If you have questions about the program details, or need individual help and advice in picking the right one, please do not hesitate to contact Andrea Baars by phone on + 49 160 939 21926 or email at andrea.baars@de.ey.com.

“We are proud to have created such a unique and exclusive program. Small classes guarantee a safe environment in which young adults can flourish and open up. This gives them the chance to learn not only from great sessions and speakers, but from themselves.”

Andrea Baars, NextGen Program Director

“The coaches at the NextGen Academy are really great. Everyone can talk to them about every subject, and they are both smart and engaging.”

Wojtech Domarecki, Poland, NextGen member 2014
Organizers

EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

// ey.com

The EY Family Business Center of Excellence
The Center has been created to support family businesses and their owners, wherever they operate in the world. The Center brings together advisors from across the EY global network to share knowledge and insights that address family business challenges, and provide seamless service for international family-led companies.

// ey.com/familybusiness

The EY Entrepreneur Of The Year™ program
EY Entrepreneur Of The Year™ is the world’s most prestigious business awards program for entrepreneurs. The program makes a difference through the way it encourages entrepreneurial activity among those with potential and recognizes the contribution of people who inspire others with their vision, leadership and achievement. As the first and only truly global awards program of its kind, Entrepreneur Of The Year celebrates those who are building and leading successful, growing and dynamic businesses, recognizing them through regional, national and global awards programs in more than 145 cities in more than 60 countries.

TRACOM Group
TRACOM’s work began in the 1960s when Dr. David W. Merrill began researching predictors of success in selling and management careers. This work became the foundation of the SOCIAL STYLE Model™. Based in Colorado, TRACOM has continued to develop the SOCIAL STYLE Model and subsequently models, assessments and courses for emotional intelligence and resilience.

// tracom.com
Push your limits!
First Program

19-25 July 2015
Ashridge Business School,
Hertfordshire, UK

9-15 August 2015
University of St. Gallen,
Switzerland

“After watching these young adults in action and getting an overview of the weeks’ activities, it was hard to be anything other than impressed. The program was exceptional and, in the case of my daughter, truly life changing.”

Jon Hantho, President and CEO, Maxxam, Canada
The next generation of entrepreneurs discover their business potential

Content
In the EY NextGen Academy First Program, young people in family businesses aged 16 to 20 will find out how to implement and complete a corporate initiative, discover their assets and interests and explore their strengths, weaknesses and business potential. Each day, they will have to overcome either physical or mental challenges in order to determine their current limitations.

The content of the program is intense, goal oriented and highly activity driven. In accord with the program’s motto “push your limits!” we recognize that entrepreneurship cannot be taught from the speaker’s podium, it must be experienced firsthand.

Project work
One of the program’s goals is to work together as a group to accomplish an entrepreneurial project. A successful company will serve as the basis for the project, creating an exciting and very contemporary task. Participants will visit the local EY office, and therefore do not only gain exposure to one of the world’s leading providers of audit and advisory services, but will also conduct project work under real conditions. A presentation of their work to a jury will take place at the end of the week; the best concept will be awarded a prize. Professional advice is also provided, with lectures on family business, strategic management, project management and presentation techniques. Personal assistance will be available from business and sports entrepreneurs, who will be able to recount the various problems, conflicted interests and personal obstacles they have had to overcome to be successful.
Personal development
Various reflective techniques are employed at the group level, so that participants can learn more about their individual assets and exploit these when working in a group. These assets are clearly exposed during both project work and outdoor activities. The participants’ profiles are identified prior to the training week using an online questionnaire. A treasure map exercise will encourage participants to form their own goals and desires for the future.

Intensive tutoring sessions from our coaches are available to participants 24 hours a day, and are used as a basis for more character profiling. An individual feedback session will be offered.

Challenges
In addition to project and personal work, participants are also given the daily task of overcoming challenges and exploring their limits. Whether these challenges require athleticism, stamina or intellect will be revealed during the training. No matter what, the participants will be encouraged to leave their comfort zones and have novel experiences. Activities are offered to the whole group to create a sense of team dynamic. Coaches and staff will, however, ensure that all activities remain strictly voluntary.

“During the NextGen Academy week, I got connected with so many people with so many different nationalities. I loved every minute of the program. I highly recommend it for those who would like to explore different cultures, family business topics and themselves.”

Risheek Iyer, India, NextGen member 2014
Meet Alfred Schopf, CEO, Leica Camera AG
Leica Camera AG is an internationally operating company in the optical industry, with its headquarters in Wetzlar, Germany, and a second factory located in Portugal. The mission of the company and its products is to enable better imaging. All Leica products – cameras, lenses, binoculars, spotting scopes, riflescopes and rangefinders – fulfil this promise with a perfectly harmonized interaction of high-precision optics and state-of-the-art electronics. The Leica Akademie, the world’s oldest and most highly respected photographic academy, communicates and promotes the ability to recognize and also achieve better images.

The Leica legend is founded on easy to handle, compact precision lenses. For many years now, Leica Camera AG has systematically invested in research, development and the manufacture of aspherical lenses. Leica Camera AG therefore possesses enormous expertise in fields ranging from manufacturing, optical design and measuring technology to the construction and assembly of lenses with aspherical lens systems. Together with the quality of the glasses employed and the latest coating technologies, these guarantee extraordinary viewing experiences with both cameras and sport optics products.

The focus on essentials, many years of experience in development and construction, uncompromisingly stringent quality standards and continuous further development make Leica products ideal companions that even take enormous stresses such as extreme temperature variations. Reliable precision engineering and painstaking assembly using only the best materials guarantee images of superior brilliance. At the same time, Leica Service ensures that Leica customers have many years of pleasure with a range of products that stands for enduring value.

At EY NextGen Academy, Alfred will give you firsthand insight into the history of Leica and its latest technology.

// de.leica-camera.com
First Program:  
the next generation

Cédric Nidecker

In 1887, the Nidecker family began producing wood-based products. From the beginning, their business has focused on innovation. The first significant Nidecker invention was a revolutionary process for bending wood. Now, more than 125 years since the business was founded, Nidecker is at the forefront of snowboard development. Their snowboards are built with characteristically Swiss pride and precision. The Nidecker factory is located in the heart of Switzerland. This makes it easy for the design team to test their products in some of the best mountains in the world.

Cédric Nidecker, aged 23, has been working in the family business since he was a little boy and was recently appointed chief operating officer. Meet Cédric at one of our First Programs, where he will share with you his unique story and experiences as a next generation member of a family business.

// nidecker.com
19–25 July 2015
Ashridge Business School, Hertfordshire, UK

About Ashridge Business School

Ashridge Business School was founded by a group of business leaders in 1959, and was one of the first schools to offer executive education programs tailored to the specific needs of organizations and their people.

Today, Ashridge is regarded as one of the world’s leading international business schools and, in the 2014 Financial Times rankings for customized executive education, Ashridge was ranked in the top three in the UK. It is also one of only two UK schools in the Bloomberg Businessweek global rankings of non-degree executive education. Ashridge is a registered educational charity and financially self-sufficient, funding its activities through the income it receives from clients. Ashridge works with over 100 organizations and 9,000 managers per year. Clients are drawn from over 50 countries and programs, including degree programs, open-enrolment programs, customized programs, organization consulting, academic accreditation services, virtual learning and applied research.

The Ashridge focus is on the subject areas of leadership, strategy, change and organization development. The learning approach is pragmatic, application focused, learner centered, participative, challenging and engaging. Leading in the business school world, the Ashridge faculty has real business experience underpinning academic credentials, enabling them to tailor content and link participants’ learning to organizational priorities.

// ashridge.org.uk

Your week in Hertfordshire and London

Sunday, 19 July Campus
▶ Arrivals and welcome
▶ Introduction

Monday, 20 July Campus
▶ About EY
▶ Business quiz
▶ Project task
▶ International project management
▶ Cultural awareness training
▶ Project work
▶ Storytelling

Tuesday, 21 July Campus
▶ Strategic management
▶ Project work
▶ Strength development inventory
▶ Experiential learning

Wednesday, 22 July Campus and outdoor
▶ Family business
▶ Project work
▶ Ultimate challenge

Thursday, 23 July Campus
▶ Presentation skills
▶ Project work
▶ Rehearsal
▶ Treasure map

Friday, 24 July EY London
▶ Project presentation
▶ Jury’s feedback and award
▶ Free time in London
▶ NextGen celebration dinner

Saturday, 25 July Campus
▶ Feedback session
▶ Networking lunch
▶ Group presentation
▶ NextGen ceremony
▶ Program certificates
▶ Guided activity
▶ Farewell reception
9-15 August 2015
University of St. Gallen, Switzerland

About the University of St. Gallen

The University of St. Gallen (HSG) is one of the leading educational facilities in the field of business, economics and law in the German-speaking countries. HSG was founded as a Commercial Academy in 1898 in the heyday of St. Gallen as an embroidery center, and lectures started in 1899. Practical relevance and an integrated approach are what have distinguished the basic and further education offered at HSG since its foundation. HSG has achieved double accreditation from the European Quality Improvement System (EQUIS) and the Association to Advance Collegiate Schools of Business (AACSB), two important seals of approval. // unisg.ch

The Center for Family Business of the University of St. Gallen (CFB-HSG) is heavily involved in research, teaching, training and transfer projects relating to family businesses. The most important focal points include corporate succession, financial and non-financial values, as well as entrepreneurship in family-run businesses. // cfb.unisg.ch

Lectures and accommodation on executive campus. // wbz.unisg.ch

Your week in St. Gallen and Zurich

Sunday, 9 August Campus
- Individual arrival
- Welcome and introduction

Monday, 10 August EY Zurich
- About EY
- Business quiz
- Project task
- International project management
- Cultural awareness training
- Project work
- Storytelling

Tuesday, 11 August Campus
- Strategic management
- Project work
- Team management systems
- Experiential learning

Wednesday, 12 August Campus and outdoor
- Family business
- Project work
- Ultimate challenge

Thursday, 13 August Campus
- Presentation skills
- Project work
- Rehearsal
- Treasure map

Friday, 14 August EY Zurich
- Project presentation
- Jury’s feedback and award
- Free time in Zurich
- NextGen celebration dinner

Saturday, 15 August Campus
- Feedback session
- Networking lunch
- Group presentation
- NextGen ceremony
- Program certificates
- Guided activity
- Farewell reception
Organizational details

Application

The First Program is targeted at young people from family businesses who are between the recommended ages of 16 and 20 at the time of the event. We look forward to receiving your application using the attached form. Suitable applications will be dealt with on a strictly first-come, first-served basis. To enhance personal engagement, the number of participants is limited to approximately 24 per event.

Program closing and parents’ presentation session

On the First Program, parents are invited to come and take part on the Saturday for a joint presentation session with the participants, in order to explore the results of their children’s project work. We highly recommend that parents join their children at this final session. This is a unique opportunity to exchange thoughts, as well as receive individual feedback from our coaches, on the participants' progress and experiences during the week. However, if parents cannot join, participants are expected to stay until the end of the program, i.e., Saturday afternoon.

Fees and methods of payment

€3,900 (incl. VAT) for new applicants and €3,700 (incl. VAT) for NextGen Club members.

The fee covers the costs of training, excursions, accommodation and full board for participants. Both participants and trainers are booked on campus from Sunday until Saturday (six nights).

Cancellation fees

60% of the fee is retained by us in the case of cancellation between 12 and 8 weeks prior to the start of the program, 100% if less than 8 weeks prior.

Certificate

Participants who attend and actively take part in all events will receive a certificate on the Saturday of their EY NextGen Academy week.

Lectures are usually given from 09:00 until the evening (sometimes late). With the application, you accept the conditions for taking part in the EY NextGen Academy 2015, which are outlined on page 54. In accordance with these conditions, participants are expected to arrive on time for the sessions and stay with the group for the entire time of the program.

Costs of parents’ participation in the final session are also covered; their accommodation, however, is not included.

The amount is payable upon receipt of the invoice.

Parents’ Itinerary for Saturday

12:00  Networking lunch
13:00  Group presentation
14:30  NextGen ceremony
15:00  Guided activity
16:00  Farewell reception
EY NextGen Academy
Advanced Program

4-11 July 2015
Kellogg School of Management, Northwestern University, Evanston, US

22-29 August 2015
HKUST Business School, Hong Kong, China

Seize the opportunity!

“Within one training week, you and the group managed to become – despite all the diversity – a very coherent group, not to say one big family. And with the parents’ working session and dinner, you made me a part of it. I not only felt like the father of my daughter, but also like the uncle of the rest of the group. This is amazing, and I must say that I haven’t experienced that in any of the many other events I have attended.”

Bernward Brenninkmeijer, RCO-Partners Network, Austria
The leaders of tomorrow build on their entrepreneurial talents

Content
In the EY NextGen Academy Advanced Program, young people in family businesses aged 21 to 25 can build on their entrepreneurial talents. Participants will have already acquired a sound knowledge in their field of study, and this program will give them the chance to recognize and apply practical entrepreneurial options. Our team of professionals will help them accelerate their potential by building on their strengths, talents and interests. Each day, they will take another important step in their personal improvement and start tackling the challenge of balancing precision, excellence and relevance.

The content of the program is exacting, and shows how combining personal ideas with the appropriate attitude and professional knowledge can enable participants to “seize the opportunity!” whenever it occurs.

Case study
During this stage, participants work on a number of case studies, either individually or in a group. There are two benefits available to the budding entrepreneurs: not only do they have access to the latest theory on social skills, team work and leadership but, by looking at examples of the best entrepreneurs in the world, they also have an insight into their practical knowledge. Growth and international family business strategies are discussed, and lessons from those who have participated in the EY Entrepreneur Of The Year™ program are also shared.

Personal development
While members of the next generation of entrepreneurs often have strong technical skills, the participants often need training in interpersonal skills, communication and other areas that contribute to their overall success. Participants in the Advanced Program will learn more about their behavioral style and its impact on workplace performance. On top of that, the Academy inculcates the importance of passion and tenacity in an entrepreneurial spirit and as the force behind interpersonal relations.

Team effectiveness
In addition to case studies and personal work, participants must also learn effective cooperation. During the program, they may face conflict or competition within the team and experience a melting pot of emotions. What is certain is that they will also feel the buzz of success.
Advanced Program: business entrepreneur

What sets outstanding entrepreneurs apart from the crowd? What spurs them on to achieve ever bigger and better things? And how do they master even the toughest business challenges?

The Advanced Program gives you the opportunity to find out all this and more in a series of informal meetings with leading local entrepreneurs. Gain firsthand insight into the secrets of their success, personal motivations and proven approaches to weathering economic storms.

“Thank you for an absolutely amazing experience. This was certainly the best week of my year, and it will be almost impossible to beat!”

Khalil Somji, UK, NextGen member 2014
The Kellogg School of Management at Northwestern University, based just outside Chicago, is a leader in global business education. Founded in 1908, Kellogg is renowned for its pioneering approach to collaborative learning, award-winning accessible faculty, a curriculum that evolves with real-world business practices and courses that emphasize global and experiential learning. Kellogg’s mission is to educate, equip and inspire leaders who build strong organizations and wisely leverage the power of markets to create lasting value.

Kellogg students have access to outstanding career management services and a powerful, responsive alumni network that spans the globe. The Kellogg School’s academic portfolio features full-time and part-time programs, as well as an Executive MBA Program that includes the largest, most prestigious global network of partner schools in Europe, Asia, the Middle East and Canada. Kellogg also offers an extensive non-degree Executive Education Program.

// kellogg.northwestern.edu

About
Kellogg School of Management

Program Director: Prof. Lloyd E. Shefsky
Clinical Professor of Family Enterprises, founder and Co-Director, Center for Family Enterprises

4–11 July 2015
Kellogg School of Management, Northwestern University, Evanston, US
Your week in Evanston and Chicago

Saturday, 4 July
- Individual arrival

Sunday, 5 July Hotel and outdoor
- Welcome and introduction
- Oscar award nomination
- About EY
- Team-building activity
- Opening dinner

Monday, 6 July Campus
- Campus tour
- Family business innovation management

Tuesday, 7 July Campus
- Family business governance and succession I
- Leadership

Wednesday, 8 July Campus
- Negotiations with family members
- Leading the family and its business into innovation
- Family business governance and succession II
- Family and other business rules you may want to rethink

Thursday, 9 July Campus
- Family business tax strategies
- Family business case study

Friday, 10 July EY Chicago
- About EY
- TRACOM social style and versatility
- NextGen celebration dinner

Saturday, 11 July Campus
- Feedback session
- Group presentations
- Networking lunch
- Family business working session
- NextGen and Oscar award ceremony
- Program certificates
- Farewell reception
22-29 August 2015
HKUST Business School,
Hong Kong, China

About HKUST Business School

Established in 1991, the Hong Kong University of Science and Technology (HKUST) Business School has risen to international prominence in a remarkably short period of time, achieving widespread global recognition and a variety of prestigious academic rankings. Always striving for excellence, our strength lies in our full range of program offerings, our high-quality research, conducted by our world-class faculty, and our diverse and high-caliber students.

Strategically located at the heart of Asia’s economic center, HKUST’s full suite of degree programs, including undergraduate, MBA, EMBA, MSc and PhD, as well as a wide range of executive education programs, means that the Business School is always at the forefront of educational development and business thinking.

About HKUST Business School Executive Education Office

The office is committed to providing the best-quality executive education in the world, which focuses on creating a unique learning experience for our participants. We invite world-class faculty and international experts to teach on our executive programs. Participants will gain the cutting-edge insights and latest knowledge to keep them ahead in the dynamic business environment.

// bm.ust.hk/execed/

Program Director: Prof. Roger King
Dept. of Finance, Director, Tanoto Center for Asian Family Business and Entrepreneurship Studies

Your week in Hong Kong

Saturday, 22 August
▸ Individual arrival

Sunday, 23 August  Campus and outdoor
▸ Welcome and introduction
▸ Oscar award nomination
▸ Family business governance
▸ Team-building activity
▸ Opening dinner

Monday, 24 August  Campus
▸ Campus tour
▸ Family business innovation management

Tuesday, 25 August  Campus
▸ Managerial decision making
▸ Succession planning and challenges I

Wednesday, 26 August  EY Hong Kong
▸ About EY
▸ TRACOM social style and versatility

Thursday, 27 August  Campus
▸ Succession planning and challenges II

Friday, 28 August  Campus
▸ Family business tax strategies
▸ Family business case study
▸ NextGen celebration dinner

Saturday, 29 August  Campus
▸ Feedback session
▸ Group presentations
▸ Networking lunch
▸ Family business working session
▸ NextGen and Oscar award ceremony
▸ Program certificates
▸ Farewell reception
Organizational details

Application

The Advanced Program is targeted at young people from family businesses who are between the recommended ages of 21 and 25 at the time of the event. We look forward to receiving your application using the attached form. Suitable applications will be dealt with on a strictly first-come, first-served basis. To enhance personal engagement, the number of participants is limited to 28 per event.

Lectures are usually given from 09:00 until the evening. With the application, you accept the conditions for taking part in the EY NextGen Academy 2015, which are outlined on page 54. In accordance with these conditions, participants are expected to arrive on time for the sessions and stay with the group for the entire time of the program.

Program closing and parents’ presentation session

On the Advanced Program, parents are invited to come and take part on the Saturday for a joint working and learning session with the participants, in order to explore managing different attitudes and decision-making processes in family-run companies. We highly recommend that parents join their children at this final session.

This is a unique opportunity to exchange thoughts on handing over a company from one generation to the next, drawing on your real-life examples, and to receive individual feedback from our coaches on the participants’ progress and experiences during the week. However, if parents cannot join, participants are expected to stay until the end of the program, i.e., Saturday afternoon.

Fees and methods of payment

€4,900 (incl. VAT) for new applicants and €4,700 (incl. VAT) for NextGen Club members.

The fee covers the costs of training, excursions, accommodation and main meals for participants from Saturday until Saturday (seven nights). Both participants and trainers are booked in a hotel, details of which are given closer to the date of the program. Costs of parents’ participation in the final session are also covered; their accommodation, however, is not included.

The amount is payable upon receipt of the invoice.

Cancellation fees

60% of the fee is retained by us in the case of cancellation between 12 and 8 weeks prior to the start of the program, 100% if less than 8 weeks prior.

Certificate

Participants who attend and actively take part in all events will receive a certificate on the Saturday of their EY NextGen Academy week.

Parents’ Itinerary for Saturday

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
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<tbody>
<tr>
<td>10:30</td>
<td>Welcome and week presentation</td>
</tr>
<tr>
<td>12:00</td>
<td>Networking lunch</td>
</tr>
<tr>
<td>13:00</td>
<td>Working session</td>
</tr>
<tr>
<td>15:00</td>
<td>NextGen ceremony and farewell</td>
</tr>
</tbody>
</table>
Advanced Program
EY NextGen Academy

Make a difference!
Excellence Program

2-9 August 2015
Columbia Business School,
New York, US

“I found this to be an outstanding program, highly relevant to my stage in life and at my company, with very well-organized and executed activities and lectures.”

Sarah Hancock, Australia, NextGen member 2014
Young global leaders acting as agents of change learn how to turn innovation into value

**Content**
In the EY NextGen Academy Excellence Program, young people in family businesses aged 26 to 30+ can learn how to create value innovation. Participants will engage in open dialogue with exceptional entrepreneurs and benefit from the latest research and teaching excellence of professors from Columbia Business School, as well as share the practical experience of EY professionals. In the inspiring atmosphere of New York City, and through the stimulating topics and in-depth discussions with peers and experts from around the world, they will address the quest for innovative approaches, personal vision creation and problem-solution strategies.

The content of the program is powerful, eye-opening, highly creative and inspiring. In accordance with the program’s motto “make a difference,” participants will find that this training gives them a precise vision of their personal next steps.

**Case study**
We all know the value of learning from the successes and failures of other business leaders. At EY and Columbia Business School, we give participants the opportunity to work on a number of specially selected tasks and case studies to identify and assess what went right and also what could have been improved or changed. These sessions focus specifically on important aspects of entrepreneurship and innovation, change management, visionary leadership, strategy review, private wealth management and — of course — family business and family office. We’re sure that everyone taking part will benefit from many exciting insights into business management and decision-making during the sessions.
Visionary leadership
Visionary leaders of tomorrow are usually change agents and social innovators who have the ability to see “the big picture” and think strategically. Although they may be passionate about their ideas, some participants may feel that this does not come naturally to them. In daily visionary leadership sessions, participants will be trained individually to develop a sense of personal integrity; they will also be inspired to transform their usual way of thinking to enable them to create strategies that are “outside the box” of conventional thought.

Networks
Networking with peers is key to effective visionary leadership. With this in mind, participants will give a presentation introducing themselves, their company and its challenges to the group. Through an open exchange of ideas and experiences, participants will not only gain fresh insight into their own situation, but also receive valuable suggestions that they can put into practice in their day-to-day business activities.

“The week surpassed my expectations. I feel like I have a new wealth of knowledge and inspiration. The NextGen Academy is a great place for advice and encouragement. I would definitely like to come back!”

Savannah Lang, US, NextGen member 2014
About Columbia Business School

Columbia Business School is the only world-class, Ivy League business school that delivers a learning experience where academic excellence meets with real-time exposure to the pulse of global business. Led by Dean Glenn Hubbard, the School’s transformative curriculum bridges academic theory with unparalleled exposure to real-world business practice, equipping students with an entrepreneurial mindset that allows them to recognize, capture and create opportunity in any business environment. The thought leadership of the school’s faculty and staff, combined with the accomplishments of its distinguished alumni and position in the center of global business, means that the school’s efforts have an immediate, measurable impact on the forces shaping business every day. To learn more about Columbia Business School’s position at the very center of business.

// gsb.columbia.edu

Your week in New York City

Sunday, 2 August  
Campus
- Individual arrival

Monday, 3 August  
EY New York
- Welcome and introduction
- Oscar award nomination
- About EY
- About myself
- Team-building activity
- Opening dinner

Tuesday, 4 August 
EY New York
- Family business governance and succession
- Strategy review
- Business model presentation

Wednesday, 5 August 
EY New York
- Private wealth management
- Family office

Thursday, 6 August  
Campus
- Entrepreneurial leadership
- Family business investments

Friday, 7 August  
Campus
- Organizational behavior
- Choice theory

Saturday, 8 August  
EY New York
- Feedback session
- Group presentation
- Visionary fair
- NextGen and Oscar award ceremony
- Program certificates
- Farewell dinner

Sunday, 9 August
- Individual departure
Organizational details

Application

The Excellence Program is targeted at young people from family businesses who are between the recommended ages of 26 and 30+ at the time of the event. We look forward to receiving your application using the attached form. Suitable applications will be dealt with on a strictly first-come, first-served basis. To enhance personal engagement, the number of participants is limited to 20.

Lectures are usually given from 09:00 until the evening. With the application, you accept the conditions for taking part in the EY NextGen Academy 2015, which are outlined on page 54. In accordance with these conditions, participants are expected to arrive on time for the sessions and stay with the group for the entire time of the program.

Fees and methods of payment

€6,200 (incl. VAT) for new applicants and €6,000 (incl. VAT) for NextGen Club members.

If you wish to arrange accommodation yourself, the fees are:

€4,900 (incl. VAT) for new applicants and €4,700 (incl. VAT) for NextGen Club members.

The amount is payable upon receipt of the invoice.

The fee covers the costs of training, excursions, accommodation and main meals for participants from Sunday until Sunday (seven nights). Both participants and trainers are booked in a hotel on Times Square, details of which are given closer to the date of the program.

Cancellation fees

60% of the fee is retained by us in the case of cancellation between 12 and 8 weeks prior to the start of the program, 100% if less than 8 weeks prior.

Certificate

Participants who attend and actively take part in all events will receive a certificate on the Saturday of their EY NextGen Academy week.
“At the NextGen Academy, I discovered a lot about myself and about how to add value to my company and my country. Please keep running this program and you will change the world.”

Shamal Perera, Sri Lanka, NextGen member 2014
EY Next Generation Club of Entrepreneurs
EY NextGen Club

Join the Club

Ambassadors

Reunion
17-20 September 2015, Munich, Germany

Award
Join the Club …

... and be part of a unique network of young potential entrepreneurs from around the globe.

At the end of the program week, people who have attended the EY NextGen Academy for the first time are invited to join the EY Next Generation Club of Entrepreneurs (EY NextGen Club). This is an exclusive network of young entrepreneurs and successors from around the world. The club currently has members from 50 countries.

Club members will have access to our online community at ey-nextgenclub.com and multiple personal and business benefits.

Take advantage of amazing offers and simply stay ahead of the game!

- Online community ey-nextgenclub.com
- EY NextGen Club Award
- Annual reunions
- Local chapters
- Internships
- Family business and personal support
- Mentoring program
- Access to EY Strategic Growth Forum™, World Entrepreneur Of The Year™ and EY Family Business Summit
Have you already attended the EY NextGen Academy but cannot get enough?

The EY NextGen Academy has a solid fan base. Twenty percent of the annual participants are repeat attendees, who return for events at the same or a higher level. Together with the newcomers, they enjoy continuously updated courses.

We offer a reduced program fee to all our NextGen members if they want to register again. Further information can be found in the “Organizational details” section for First, Advanced and Excellence Programs.

Do something worthwhile at an EY NextGen Academy — join now!
If you wish to learn more about the EY NextGen Club and Academy firsthand, don’t hesitate to contact any of the current country ambassadors:

**Australia** | Sarah Hancock  
Sarahlouiseh Hancock@gmail.com

**Austria** | Constantin Schön  
co_schoen@hotmail.com

**Belarus** | Igor Khusenov  
husenov@gmail.com

**Belgium** | Juliette Everard  
Juliette@everard.be

**Brazil** | Vinicius Rezende  
v.c.rezende@hotmail.com

**Canada** | Caprice Herjavec  
cherjavec@havergal.on.ca

**China** | Tom Tsui  
xuxiaoyu5555@icloud.com

**China, Hong Kong** | Eric Sze  
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**Denmark** | Joachim Hannesbo  
joachimhannesbo@gmail.com

**Egypt** | Abdel-Rahman El Sanhoury  
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marcel.zattler@t-online.de

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**India** | Tanmai Varalwar  
tanmaivaral@gmail.com

**Indonesia** | Nadia Anindita  
nadia@alita-indonesia.com

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EY NextGen Academy 2015

48
Personal networks can be expanded and virtual friendships deepened at the annual EY NextGen Club Reunion.

Program start

Thursday, 17 September 2015
▶ 18:00 Welcome reception and dinner

Friday, 18 September 2015
▶ 09:00 EY Munich: introduction and lectures
▶ 14:00 BMW and MINI: factory tour, keynote speech and test drive

Saturday, 19 September 2015
▶ 09:00 EY Munich: lectures and club strategies
▶ 17:00 Oktoberfest

Program end

Sunday, 20 September 2015
▶ 10:00 Farewell brunch and Oktoberfest opening parade

EY NextGen organizers

Marcel Zattler and Adrian von Fuchs

Application

Those who are applying for the EY NextGen Academy for the very first time will receive a separate registration form for the NextGen Club Reunion with the confirmation of their training week. With the registration for the NextGen Club Reunion, you accept the terms and conditions for taking part in the EY NextGen Academy 2015, which are outlined on page 54. NextGen members are expected to stay with the group for the entire time of the event.

Notice!

Make sure you register in time for this exclusive event. To enhance personal engagement, the number of participants is limited to 40!
The EY Entrepreneur Of The Year™ is the world’s most prestigious business award, and is held in more than 145 cities in more than 60 countries. The unique award makes a difference through the way it encourages entrepreneurial activity among those with potential, and recognizes the contribution of people who inspire others with their vision, leadership and achievement.

The EY NextGen Club Award recognizes the entrepreneurial and intrapreneurial achievements of EY NextGen Club members. The award winner will be presented at the EY World Entrepreneur Of The Year™ event in Monaco, 3 to 7 June 2015, and will be featured in the EY Family Business Yearbook. This is an annual publication that focuses on prestigious family businesses from around the world.

Participation in the EY NextGen Club Award is free of charge and for club members only. The application form can be downloaded at ey-nextgenclub.com.
Veronica Buzzi
Vice President,
Buzzi Unicem SpA, Italy

Peter Englisch
Family Business Center of Excellence Leader, Global & EMEIA

Sheena Ivengar
S.T. Lee Professor of Business,
Columbia Business School, US

Eng Chuan Choo
Family Business Center of Excellence Leader, Asean

Carrie Hall
Family Business Center of Excellence Leader, Americas

Akbar Sheikh
Sheikh Holdings, UK,
EY NextGen Club Award winner 2014
Terms and conditions

1. General
Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft, Mittlerer Pfad 15, Stuttgart, Germany (organizer), offers young people from family businesses (participants) the chance to participate in the EY NextGen Academy 2015 (program). By registering, the participant (as well as their legal guardian in the case of minors) accepts the following terms and conditions:

2. Binding registration
Participation in the program is binding upon receipt of written registration via fax or email.

In the case of participants below the age of 18, on the date of registration, their legal guardians must provide permission for them to take part in all activities of the program by signing at the bottom of the registration form.

3. Services offered by the program
The services are described in the EY NextGen Academy 2015 brochure. The participant or their legal guardian is aware that the program also includes external events with a focus on self-awareness, such as functions and sporting events and activities. Some of these activities may take place outdoors and are therefore dependent on the weather. The organizer employs third parties to carry out some of these activities.

The participation fee does not include any special requests on the part of the participant. If the organizer accommodates special requests, these are billed separately.

Membership of the NextGen online community is subject to the NextGen terms of use (can be downloaded from www.ey-nextgenclub.com).

The organizer reserves the right to modify the program or individual services of the program, or to cancel these completely, in the event of unforeseen circumstances (e.g., sickness or accident on the part of third parties, weather, safety risks, measures by the authorities or force majeure). Every effort is taken to offer equivalent replacement services. No claims may be made against the organizer on account of changes to the program or cancellation of services.

4. Payment terms
The participation fee is payable upon receipt of invoice by either the participant or their legal guardian. The organizer reserves the right to deny participation in the program or in specific services offered by the program in the event of default on payment, as well as to give the place to a third party.

5. Cancellation on the part of the participant
In the event of cancellation on behalf of the participant, the organizer reserves the right to demand the following cancellation fees to cover the costs incurred:

- 60% of the fee between 12 and 8 weeks before the start of the program
- 100% of the fee less than 8 weeks before the start of the program

The participant may nominate a replacement participant to avoid cancellation fees. In order to be accepted by the organizer, the replacement participant must fulfill all prerequisites for participation (judgment of which remains with the organizer).

Written confirmation of cancellation must be provided. Cancellation fees will be calculated based on the postage date. Should the participant leave the program prematurely, they would have no claim to reimbursement of the participation fee. Any additional costs incurred or to be incurred are borne by the participant.

6. Cancellation on the part of the organizer
The program will only take place if there are sufficient participants. If the minimum number of participants is not met, the organizer reserves the right to cancel the program no later than one month before it is due to commence. In this event, any payments already made by the participant will be reimbursed. If there are too many registrations, the organizer reserves the right to refuse some of them, thereby preventing the participation of certain individuals.

7. Code of conduct and exclusion
During the program, the participant is unconditionally obliged to follow the instructions of the organizer and any of its authorized third parties. Participants can be excluded from the program at any time if they fail to behave appropriately, continually disturb the running of the program, do not follow the instructions of the organizer or its authorized third parties, or jeopardize the safety of other participants. All costs incurred as a result of exclusion from the program are borne by the participant. The participation fee will not be reimbursed.

8. Liability of the organizer
The organizer is liable for gross negligence or intent, as well as culpable injury to life, limb or health, according to the law.

The organizer does not assume liability in all other cases apart from breach of material contractual obligations that are essential for the proper running of the program and on which the participant can and does generally rely.

Furthermore, in the event of breach of material contractual duties, the liability of the organizer will be limited to foreseeable damage of a typical nature.

This will not affect compulsory statutory liability.

The above limitations on liability also apply to the personal liability of employees, representatives, bodies and agents of the organizer.

The organizer assumes no liability for breach of duty by third parties that are not agents of the organizer.

9. Insurance
The participant is not insured via the organizer. They should, therefore, arrange their own suitable insurance policies. With their registration, the participant or their legal guardian certifies the participant’s coverage by adequate accident, health and personal liability insurance.

The services offered by the organizer include sporting activities, some of which take place in outdoor settings with elements intended to push the participant further toward their personal limits. The participant or their legal guardian is aware of the associated risks and confirms that they participate in the suggested activities voluntarily and at their own risk. The participant or their legal guardian is entitled to refuse participation in individual activities at any time, even if this is at short notice on location.

The risk of accident cannot be fully excluded, even though activities are conducted by expert and reliably trained third parties. Participants take part in these activities at their own risk.

The participant or their legal guardian affirms that the participant is in good mental and physical health. They undertake to inform the organizer of health problems before the program commences.

10. Rights to pictures
The participant or their legal guardian irrevocably consents to the non-remunerable use of their image and voice in all present and future media, i.e., photomechanical representations (e.g., photos or film images), photomechanical recordings (image and sound) taken and made by the organizer or its authorized third parties in connection with the program. The consent of the participant or their legal guardian extends to the duplication and general and appropriate use of image and voice recordings of the participant. Both sections 23 and 24 of the KunstUrhG (Kunsturhebergesetz: German Artistic Creations Act) and copyright protection regulations remain unaffected.

11. Data protection
As described in more detail in the registration form’s data processing consent section, the organizer may collect, use, transfer, store in a computer process (collectively, “process”) participants’ information that can be linked to specific individuals (personal data). The organizer may process personal data in various jurisdictions in which it and the other members of the global EY organization operate (these are listed at www.ey.com). The organizer will process personal data in accordance with applicable law and professional regulations, including but not limited to the BDSG (Bundesdatenschutzgesetz: German Federal Data Protection Act). Any service provider that processes personal data on behalf of the organizer will be required to adhere to such requirements.

12. Applicable law and court of competent jurisdiction
German law is applicable to this agreement. The sole court of competent jurisdiction is Stuttgart.

13. Miscellaneous
Should one or several provisions in these terms and conditions prove to be partly or wholly invalid, void or otherwise unenforceable, there is no infringement on the validity of all other provisions.

Only the German wording of these terms and conditions will be deemed legally binding. Any translations of the terms and conditions into a language other than German serve only to facilitate communication between the organizer and the participants and their legal guardians, and are, therefore, not legally binding.
Teilnahmebedingungen

1. Allgemeines

Die Ernst & Young GmbH Wirtschaftsprüfungsgesellschaft, Mittlerer Pfad 15, Stuttgart, Deutschland, (nachfolgend „der Veranstalter“) bietet Jugendlichen aus Familienunternehmen (nachfolgend „die Teilnehmer“) das Programm „EY NextGen Academy 2015“ (nachfolgend „das Programm“) an. Mit seiner Anmeldung akzeptiert der Teilnehmer selbst, sowie im Fall seiner Minderjährigkeit dessen gesetzliche Vertreter, folgende Teilnahmebedingungen:

2. Verbindliche Anmeldung zur Teilnahme am Programm

Die Teilnahme am Programm wird mit der schriftlichen Anmeldung per Telefax oder E-Mail verbunden.

Sofern der Teilnehmer im Zeitpunkt der Anmeldung das 18. Lebensjahr noch nicht vollendet haben sollte, erteilt sein gesetzlicher Vertreter mit Unterschrift unter dem Anmeldeformular ihre Zustimmung zur Teilnahme des Minderjährigen an sämtlichen Aktivitäten des Programms.

3. Leistungen des Programms

Die Leistungen sind in der Broschüre EY NextGen Academy 2015 beschrieben.


Bei Teilnahme an der Online-Community NextGen gelten ergänzend die NextGen-Nutzungsbedingungen (abrufbar unter www.ey-nextgenclub.com).


4. Zahlungsbedingungen

Die Teilnahmegebühr wird mit Zugang der Rechnung beim Teilnehmer bzw. dessen gesetzlichen Vertreter fällig. Der Veranstalter behält sich vor, die Teilnahme an dem Programm bzw. an einzel nen Leistungen des Programms bei Zahlungsverzug zu verweigern bzw. an Dritte weiterzugeben.

5. Absage durch den Teilnehmer

Die Teilnahmegebühr ist zwischen 12 und 8 Wochen vor Programmbeginn

- 60 % der Teilnahmegebühr ab 8 Wochen vor Programmbeginn


Die Absagegebühr beträgt 55 %. Die Grundgebühr für die Berechnung der Stornierungskosten ist das Datum des Poststempels. Bricht der Teilnehmer das Programm vorzeitig ab, hat er keinen Anspruch auf Rückzahlung der Teilnahmegebühr. Gegebenenfalls angefallene und anfallende Zusatzkosten trägt der Teilnehmer.

6. Vorbehalt durch den Veranstalter


7. Veröffentlichung schriftlicher und Ausschluss

Der Veranstalter behält sich das Recht vor, das Programm und/oder die Teilnehmer oder der von diesem autorisierten Dritten unbedingt Folge leisten oder die Unterstützung von Dritten ansprechbar zu machen. Der Teilnehmer geht einverstanden, dass der Veranstalter ihm oder dessen gesetzlichen Vertretern verweigert werden. Selbst bei Durchführung der Aktivitäten durch fachkundige und entsprechend geschulte Dritte können Unfälle nicht ausgeschlossen werden. Der Teilnehmer bzw. dessen gesetzlicher Vertreter versichern, dass der Teilnehmer psychisch und physisch gesund ist. Sie verpflichten sich, die den Veranstalter auf gesundheitliche Probleme vorhersehbaren, typischerweise entstehenden Schaden beschränkt.

8. Haftung des Veranstalters

Der Veranstalter haftet für vorsätzliche und grob fahrlässiges Handeln, sowie im Falle der schuld haften Verletzung von Leben, Körper und Gesundheit nach den gesetzlichen Vorschriften.

In allen anderen Fällen ist die Haftung des Veranstalters ausgeschlossen, sofern nicht eine Verletzung von wesentlichen Vertragspflichten, deren Erfüllung die ordnungsgemäße Durchführung des Programms erst ermöglichen und auf deren Einhaltung der Teilnehmer regelmäßig vertraut und vertrauen darf, vorliegt.

Im Falle der Verletzung von wesentlichen Vertragspflichten ist die Haftung des Veranstalters auf den vorhersehbaren, typischerweise entstehenden Schaden beschränkt.

Eine gesetzlich zwingende Haftung bleibt davon unberührt.

Die vorstehende Haftungsbeschränkung gilt auch für die persönliche Haftung der Mitarbeiter, Vertreter, Organe und Erfüllungsgehilfen des Veranstalters.

9. Versicherung

Der Veranstalter ist durch den Veranstalter nicht versichert. Er hat daher eigens für die geltenden Versicherungsschutz zu sorgen. Den Anmeldung bestätigt der Teilnehmer bzw. dessen gesetzlicher Vertreter, dass er die Teilnehmer ausreichend unfall-, kranken- und privatpflichtversichert ist.


10. Recht am eigenen Bild

Der Teilnehmer bzw. dessen gesetzlicher Vertreter willigt unverzüglich für die gegenwärtigen und zukünftigen Medien in die unentgeltliche Verwendung seines Bildes und seiner Stimme für Fotografien und Aufzeichnungen von Bild und Ton, die vom Veranstalter oder von diesem autorisierten Dritten im Zusammenhang mit dem Programm erstellt werden, ein. Die Einwilligung des Teilnehmers bzw. dessen gesetzlichen Vertreters erstreckt sich auf die Vervielfältigung und Benutzung seines Bildes oder seiner Stimmer in üblicher und angemessener Weise. § 23 Abs. 2 des Bürgerlichen Gesetzbuches (BGBl.) und § 23 Abs. 2 der Allgemeinen Geschäftsbedingungen (AGB) des EY NextGen Academies sind Stuttgart.

Auf dieses Vertragsverhältnis ist deutsches Recht anwendbar. Ausschließlicher Gerichtsstand ist Stuttgart.

11. Datenschutz

Wie in der Einwilligungserklärung des Anmeldeformulars näher erläutert, ist der Veranstalter dazu berechtigt, Teilnehmerinformationen, die bestimmten Personen zugeordnet werden können („personenbezogene Daten“), zu erheben, zu verwenden, zu übertragen, zu speichern oder anderweitig zu verarbeiten (zusammen „verarbeiten“). Der Veranstalter ist dazu berechtigt, personenbezogene Daten in den jeweiligen Jurisdiktionen, in denen er und die anderen Mitglieder des weltweiten Verbunds der EY Gesellschaften tätig sind (eine Aufstellung ist unter www.ey.com/abrufbar), zu speichern. Der Veranstalter verarbeitet personenbezogene Daten ausschließlich im Beug auf geltendes Recht, insbesondere unter Beachtung des BDSG. Der Veranstalter verpflichtet sich, sämtliche Auftragnehmer, die in seinem Auftrag personenbezogene Daten verarbeiten (zusammen „verarbeiten“), wofür er als Vertragspartner verantwortlich ist. Der Veranstalter wird die in seinem Auftrag personenbezogene Daten verarbeitenden Auftragnehmer und muss die in seiner Datenverarbeitenden Auftragnehmer, die in seinem Auftrag personenbezogene Daten verarbeiten, sich verpflichten, die in seiner Datenverarbeitenden Auftragnehmer, die in seinem Auftrag personenbezogene Daten verarbeiten, die Verarbeitung von personenbezogenen Daten zu übernehmen.

12. Anspruchsrecht und Gerichtsstand

Das durch die Vertragsbedingungen entstehende Verhältnis ist deutsches Recht anwendbar. Ausschließlicher Gerichtsstand ist Stuttgart.

13. Schlichtungsverfahren

Für das Vertragsverhältnis und etwaige Bestimmung dieser Teilnahmebedingungen teilweise oder ganz schlichtbar, wenn der Teilnehmer sich bei der Einordnung des Vorliegens eines Konfliktes und der Grund für die Klage auf die Grundlage des BDSG. Der Veranstalter verpflichtet sich, der Antragsteller, der den Konflikt zum Geltendemacht der anderen Person benennt. Der Veranstalter behält sich das Recht vor, das Programm oder einzelne Leistungen des Programms zu ändern oder ganz zu streichen, wenn dies unverzüglich zu erwartende Umstände erforderlich machen (z.B. Krankheit oder Unfall von Drittanbietern, Wetter, Sicherheitsrisiko, behördliche Massnahmen, höhere Gewalt, usw.). Er ist bemüht, gleichwertige Ersetzleistungen anzubieten. Wegen Programmmänderungen oder der Streichung von Leistungen können keinerlei Ansprüche gegen den Veranstalter geltend gemacht werden.

Die vorstehende Haftungsbeschränkung gilt auch für die persönliche Haftung der Mitarbeiter, Vertreter, Organe und Erfüllungsgehilfen des Veranstalters.
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