



# EY Vantage Program



Building a better  
working world





# Leading change in emerging market

The EY Vantage Program works in collaboration with the non-profit organization Endeavor to provide support to high-impact entrepreneurs at no fee, promoting social and economic growth in emerging markets. EY dedicates its most valuable resource – its talented people – to work alongside entrepreneurs in emerging markets. The EY Vantage Advisors spend six to seven weeks assisting entrepreneurs and working with them to identify and address their key business challenges.

All over the world, entrepreneurs are a force for long-term positive economic and social change, creating jobs, driving innovation and revitalizing communities. Reports show that a small number of high-potential entrepreneurs have an enormous influence on the overall economy, creating 40% of the jobs generated by all entrepreneurs.<sup>(1)</sup>

Helping entrepreneurs is one of the most powerful ways that EY people can support our communities' economic growth and fulfill our commitment to building a better working world. Since 2005, more than 120 of our top-performing mid-career

professionals have served as EY Vantage Advisors. They have enhanced their skills, developed their potential as inclusive leaders and increased EY's visibility and reach in the entrepreneurial sector.

Our decades-long focus has made us world leaders in guiding, advising and recognizing outstanding entrepreneurial talent. For more than 25 years, the EY Entrepreneur Of The Year™ Program has celebrated and promoted entrepreneurship in more than 60 countries. Through initiatives like the EY Vantage Program, we are able to extend our investment to the next generation of entrepreneurs, and to help harness the power of entrepreneurship to create jobs, strengthen communities and transform emerging economies. By working with Endeavor and other organizations such as Power of Youth, which accelerate the growth of entrepreneurs, we're supporting social and economic change for the communities in which we live and work, helping to improve the lives of an ever-widening circle of people.



**40%** of the jobs are generated by entrepreneurs.



Endeavor-supported businesses experience a compounded average growth rate of **68%** in the first two years of engaging with the organization.<sup>(2)</sup>



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## Breaking down barriers to business growth

High-impact entrepreneurs are individuals who lead companies with above-average impact in terms of job and wealth creation and the development of entrepreneurial role models. But even the most successful entrepreneurs in emerging markets may struggle to expand their businesses because they lack access to crucial information, networks and/or capital.

Through the EY Vantage Program we're tackling specific barriers to business growth by developing and implementing effective and market appropriate solutions. Our commitment to entrepreneurs, in both emerging and developed economies around the world, helps drive growth, empower innovation and ensure that we're working with more of tomorrow's global leaders today.

Developing skills

Building business

Sources:

<sup>(1)</sup> "2011 High-Impact Entrepreneurship Global Report," Endeavor and Global Entrepreneurship Monitor (sponsored by EY), 2011.

<sup>(2)</sup> "Endeavor Impact Report 2012-2013," Endeavor, 13 November 2013.



## Leading transformational change

The EY Vantage Program is designed to benefit the entrepreneurs, develop a culture of intrapreneurship and support EY's position as the world leader of guiding, advising and recognizing entrepreneurs.

### Benefit to entrepreneurs

In the first two years after engaging with Endeavor, entrepreneurs have experienced an average annual growth rate of almost 70%.<sup>(2)</sup> The EY Vantage Advisors support can be transformative for the entrepreneurs, who might not be able to access the services of a global professional services organization. With EY resources, our EY Vantage Advisors break down the barriers to growth for these entrepreneurial companies, helping them to focus and achieve breakthrough results.

"Words cannot explain the knowledge we gained! The impact is instant and major at the same time. It will help in the maturity of the company by having solid, clear financial, budgeting and reporting systems, which leads to better strategic decisions driven by numbers."

**Firas Al Otaibi, Co-Founder and CEO, Think Arabia**

"I just want to say thank you. This was a great opportunity for us. It was an outstanding project due to the outstanding skills and quality of the Advisor. This is a program that I will highly recommend as it is a great opportunity for any small business."

**Allan Seidman, COO, Kubo Financiero**

### EY Vantage Advisors

The impact of this program goes beyond supporting entrepreneurs; it provides our people with an opportunity to develop their leadership skills and gain a more global mindset. The new environment they encounter working in a small to medium enterprise, in a different culture, provides many unique challenges for our Advisors to navigate. They have the opportunity to step away from their day-to-day role at EY and work with large organizations to lead projects that will impact the business instantly. Advisors gain new perspectives that help them to create innovative solutions to business challenges. These new skills aid their development to become a more inclusive future leader.

"My experience as a Vantage Advisor was truly enriching. I enjoyed the challenge of being the one-person team to understand my entrepreneur's needs and business environment, and develop a sustainable solution to meet their objectives."

**Karen Correa, Advisory Associate Director, EY Chicago, supported Gruindag in Mexico City, Mexico**

"It has probably been the most interesting and rewarding assignment of my career so far. We can learn a huge amount about enthusiasm and risk-taking from entrepreneurs that can help us in big businesses, but the thing that would make the biggest difference to the way we work is to match their adaptability, in thinking, in tasks and in lifestyle. We learn the most when we're doing something completely new, working with new people, new ideas, a new industry, a new type of business. The EY Vantage Program gives you all of these things - I can't think of another opportunity that could have given me so much in six weeks."

**Ed Broussard, Associate Director, EY Financial Services, UK, supported Tamatem, Amman, Jordan**

### EY's commitment to entrepreneurship

Investing in entrepreneurs in emerging markets connects EY to future market leaders. Several of the entrepreneurs assisted by EY Vantage Advisors over the years have gone on to engage EY as a service provider in their local market or to compete in the EY Entrepreneur Of The Year™ competitions. These innovative initiatives help us to expand our relationships in the marketplace and to strengthen our reputation as the leading organization in serving entrepreneurs around the world.

"We know that entrepreneurs can transform economies, drive innovation and change communities - and as a group, they represent the best hope of creating sustained economic growth around the world."

**Nicky Major, EY Global Corporate Sustainability Leader**

Opening new markets

Driving economic growth

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“These entrepreneurs are building the companies of tomorrow. We need to support their business growth in these particularly challenging economic times, so they can create more jobs and help their communities grow.”

**Randy Tavierne, EY Global Markets Leader, Strategic Growth Markets**

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## How it works

Since the EY Vantage Program launched in 2005, EY Vantage Advisors have supported nearly 120 entrepreneurs in countries across Africa, Eastern Europe, Middle East and Latin America. EY Vantage Advisors work with the entrepreneur, tackling key challenges impacting the growth of the business, and by doing so are contributing to transformational change.

Top-performing EY professionals apply to the program and are chosen through a rigorous selection process. Those selected are matched with high-impact entrepreneurs away from their home countries, giving them the opportunity to work outside of their comfort zones. Each EY Vantage Advisor spends six

or seven weeks at the company on a business project directly related to their core professional skill set.

Leveraging the power of EY's global network of professionals and breadth of experience, EY Vantage Advisors deliver projects across all business functions and industries. Previous projects have included establishing a performance improvement plan for a company's IT structure, implementing new financial management practices and internal controls, developing human resource and performance management strategies, developing a market expansion and franchise strategy, and redesigning a company's operating model and organizational structure.



While an Advisory manager with the Financial Services Office in New York, Michelle worked with Chilim Balam, Mexico's first candy-store chain. The company had outgrown its original technology system and needed to select and implement an enterprise resource planning (ERP) tool. To help Chilim Balam over this significant hurdle, Michelle learned about the company's current processes, completed a business requirement document and met with potential ERP vendors. She identified a few potential ERP solutions with the company and developed an implementation strategy. As a result, Chilim Balam was better prepared to take on this challenge.

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### About 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.

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