



one

THE **Alltech**® IDEAS CONFERENCE

LEXINGTON, KENTUCKY, USA

MAY 22-25, 2016

Alltech®

one.alltech.com

ONE-IN-A-MILLION OPPORTUNITY.

Today's world is one of constant change. We get more information in a day than our great-grandparents got in a year. Our world is global—we can connect with anyone in the world at the touch of a button, but are we using our newfound connections to innovate? To improve our careers, our businesses? Or are we stagnated by too much information?

A forum for world-changing ideas, global networking and inspiration, ONE will challenge you to seek out a one-in-a-million idea that will change the way you do business. The conference offers a topical blend of science, agriculture, entrepreneurship, business and marketing information, along with a craft beer festival. Opportunities are everywhere if we choose to see them.

This year, we are challenging ourselves to find ONE idea, ONE action, to change the world. Don't miss this once-in-a-lifetime opportunity to take ONE step to change your future.

SATURDAY, MAY 21

Kentucky Ale Horse Capital Marathon & Half Marathon

Race through the Horse Capital of America in Kentucky's premier marathon. In the second annual Horse Capital Marathon and Half Marathon, take in the experience while running through miles of rolling, scenic country roads, passing 40-plus horse farms. In fact, runners will never be out of sight of a horse farm for the entire race! Register at horsecapitalmarathon.com for your chance to run with the horses.

Start time: 7am

Location: Fasig-Tipton, 2400 Newtown Pike, Lexington, KY

Craft Brews & Food Fest

Returning to Downtown Lexington, the Alltech Craft Brews and Food Fest will be bigger and better this May. With over 50 breweries and 175 beers, the festival will showcase the finest the craft beer industry has to offer. Enjoy the expanded food section with plenty of international and Kentucky Proud options. Visit us.alltechbrewsandfood.com to purchase tickets for a festival to remember.

Time: 12pm-8pm

Location: Lexington Convention Center, Heritage Hall

ONE Check-In

12:00pm-8:00pm

SUNDAY, MAY 22

ONE Check-In

8:00am-8:00pm

Kentucky Sightseeing & Alltech Facility Tours

Check one.alltech.com for offerings.

SUNDAY, MAY 22 (continued)

International Welcome Dinner

Held at the Lexington Convention Center, this dinner features world-class entertainment, premier dining and an international networking opportunity. Conference attendees only, badge required.

MONDAY, MAY 23

ONE Fun Run

Be an athlete at the event's Fun Run, a 3-km mini-marathon held on the campus of Transylvania University, the oldest U.S. university west of the Allegheny mountains.

Late ONE Check-In

7:00am-9:00am

ONE Conference Sessions

9:00am

Kentucky Night

Enjoy a country & western evening with dinner and entertainment at the Alltech Arena in the Kentucky Horse Park. Conference attendees only, badge required.

TUESDAY, MAY 24

Spouse Tour

Check one.alltech.com for offerings.

ONE Conference Sessions

8:30am

ONE Chef Showcase

Dine at some of Lexington's finest restaurants where local chefs provide a meal you won't forget.

WEDNESDAY, MAY 25

ONE Conference Sessions, including a special performance by Riverdance

9:00am

Kentucky Sightseeing & Alltech Facility Tours

Check one.alltech.com for offerings.

OPENING SESSION

MONDAY MAY 23, 2016 // RUPP ARENA



ONE TEAM:

STRATEGIC AND OPERATIONAL LEADERSHIP AND WORKING TOGETHER

In 2006, the Ford Motor Company suffered a devastating 12.7 billion dollar loss. At the time, Ford had witnessed a downgrade in stock-value and its brand mismanaged; however, under the leadership of a newly appointed president and CEO, Alan Mulally, the organization saw a remarkable return to profitability and was later in fact the only American car manufacturer to not accept a bailout from the United States government.

With Mulally's vision and commitment, Ford was able to recommit itself to quality, develop a comprehensive strategy and implement a new sense of identity. His renowned leadership skills transformed Ford into one of the world's leading automobile companies and the #1 automobile brand in the United States. Mulally expounds on his strategic leadership and inspires audience members to explore their own set of skills as they apply to and enhance their organization.



ALAN MULALLY

President and Chief Executive Officer,
The Ford Motor Company (2006-2014)

ONE AND DONE

One Season to Teach Skills Designed to Last a Lifetime

Imagine 25,000 screaming fans are scrutinizing your every move and the moves of the 15 players, many of whom are 18 years old, who make up your team? Welcome to Kentucky where Wildcat fans live out their dreams in the famous Rupp Arena, where winning in basketball is believed to be a given. Where the University of Kentucky's basketball coach has 1.7 million followers on Facebook and Twitter, and his every move is analyzed and reanalyzed.

How is it that Kentucky remains the eminent program, not just in this region, but around the country? How is it that one man, John Calipari, following in the footsteps of other great coaches like Joe B. Hall and the legendary Rupp, still manages not to disappoint the locals, and indeed went almost undefeated last season? How do you follow that? How do you start from scratch with an almost completely new team?

How do you become a servant leader? Coach John Calipari will share with us his Players First rules: how he recruits high school stars who after one year may go on to \$10 million or \$20 million NBA contracts, yet he gets these players to believe and trust in each other and play as a team? Coach Cal's young protégés now populate virtually every professional team. And behind all his success is a humility that is recognized by all.

Win big by putting Players First.

COACH JOHN CALIPARI

Head Coach of the University of Kentucky Men's Basketball Team





ONE VISION

One World of Abundance and Endless Opportunities

How did the ONE emerge out of 32 years of hosting our annual Symposium? Alltech started with one core element: yeast, and we have remained focused on our core, with more than 70% of sales based on yeast technology. Supporting the core with research, innovation, branding and more, we look for unique opportunities. Do you? What is your ONE opportunity to drive your business? As you heard with Ford, it took one team in 2008 to get behind the bold decisions that would save the company. Coach Cal is one-in-a-million. Wozniak and Jobs changed the world with the release of the Apple 1.

With Alltech, when the world sees crisis, we see opportunity. The opportunity could be in water shortages, and finding ONE technology to transform the lives of millions. It could be in giving people a chance for an education, a chance to work. It could be in desertification and how mimicking nature through herd grazing can turn deserts green. It could be in food shortages and how the reality of vertical farming, in its new and various forms, can provide abundance on a minimal land footprint. It could be in a post-antibiotic era following the legislative changes for Antibiotic Growth Promoters (AGPs) and the research being done on new antibiotics found in soil. It could be in obesity and other health issues and how investments from companies like Kerry Group and Glanbia as well as those in the U.S. are bringing natural products like milk to the population in new formats.

We want to share with you a story of "One Fine Day" in the not too distant future when the world will be one of abundance. Each of us has a part to play. Each of us can walk away from this conference committed to ONE change, or ONE idea that can make the "One Fine Day" concept a reality. While remaining focused on our one core, Alltech will share ideas on solutions that contribute to making one simple change to grasp opportunity in the face of crisis.

Where are we going? What will you learn? How do we take ONE message to this world, this exciting world, this world of opportunity?

DR. PEARSE LYONS

President and Founder of Alltech

AFTERNOON SESSION

MONDAY MAY 23, 2016 // RUPP ARENA



ONE BY ONE: MY BANK, MY PARTNER

When you're building a business, where do you go for money? The world is awash with cheap sources of capital from a multitude of sources. In a way, it's nearly too easy to raise money. Banks can offer more than capital, they can be your information source, advisor, and trusted business partner.

Which one is right for you and what does it all mean? What will the recent interest rate increases mean to agriculture and business as a whole? How do you use the resources, and, more importantly, how do you utilize the capital? It is easier than you think. Learn how banks can become your one information source, and your "free" advisory service. Get them on your side, and get on their side. Trust them, and let them show you how they win, and so will you.

KPMG



ONCE IN A LIFETIME OPPORTUNITY:

CAN CUBA TURN ITS INEFFICIENT AGRICULTURE AROUND AND MOVE FROM IMPORT TO EXPORT?

For the first time in more than 50 years, Cuba (population 11.27 million), is opening its doors to America, and now it seems that everybody wants to visit. Already, one million Canadians visit each year, yet only 10,000 Americans.

What is it like to step back to the age of Hemingway? What is it like to go to the smoky bars and the jazz clubs of Havana with images of The Godfather and the collapse of the Batista dictatorship? How do we get there before everyone leaves under the "wet foot, dry foot" policy? Have you been to Miramar, Havana? Is Miramar a mark on a map, or a living breathing opportunity? How does it compare with the experience of opening up offices in similar places such as the former Yugoslavia, replaced now with diverse countries such as Croatia, Slovenia, Serbia, and Macedonia? How do you go forward? Is it a real opportunity?

How can you do things when everything is controlled by the government, controlled for years by one man? Salaries are \$25 USD per month whether you are a doctor or a street cleaner. Old buildings, old cars, do they represent a walk down memory lane, or a new business highway? Should you go there? What is your plan? Where do you start? Is it about strategy or openness? Is it about curiosity or return? How do you avoid the quagmire of politics that has held this country for 50 years? What is the opportunity to become one with Cuba?



ONE STEP AHEAD

You are a huge company, and you don't have the agility for speed, but you have innovation. You have size, but how do you move forward? How do you keep your team motivated? Are they ONE team behind a shared vision? Is benchmarking important? Do you worry about the competition? What is your competitive advantage and how do you stay one step ahead?

To be successful, you need to know how good you are, but you also need to know how good your competitors are. Are you ranked at the top? If so, how do you stay at the top? Be the one others compare themselves to.

How to Become the ONE and Stay the ONE.

JIM STENDEL

Former Global Marketing Officer, Procter & Gamble (2001-2008) and Author, "Grow: How Ideals Power Growth and Profit at the World's Greatest Companies"



RULE NO. ONE: THERE ARE NO RULES

Many firms are building sales not by being the incumbent, but by being the rebel in the market. They are attractive to consumers because they do things that the incumbents do not. But what happens when you make the breakthrough and become a large player? Must you abandon your rebel status? Or can you continue to embrace it by finding new ways to rebel? Do you sell to a large player, cashing in on the value? Drawing on case studies of Ben & Jerry's ice cream, Innocent Smoothies, and Chobani yogurt, lessons from rebels who took on the big players – and won.

The global food industry is dominated by just a handful of firms, with global billion dollar brands, integrated supply chains, multinational workforces, and deep government relations. The strength of these firms is evidenced by share prices that have grown significantly since the last market crash in 2008. These firms are the consolidators, they are set up to take advantage of mass consumer behavior and the most in-demand products. Around the margins of the industry, entrepreneurs have capitalized on the blind spots of the giants, and used them to build substantial businesses. Looking at the incumbents and the new entrants, is it possible to identify a set of strategy "rules" underlying success in the food industry today?

MARY SHELMAN

Former Director of Harvard Business School's
Agribusiness Program

AFTERNOON SESSION

MONDAY MAY 23, 2016 // HERITAGE HALL (1ST FLOOR)

ONE BRAND ONE BREAK

IMPLICATIONS FOR LEADERS FROM THE BRAIN AND BEHAVIORAL SCIENCES

Do you trust the person sitting next to you at a conference? The new boy your daughter brings home? That your computer is going to live up to expectations? That the food you buy in the grocery store is safe?

Every day our brains need to make judgments about whether we trust people but also companies and brands. How are our brains so efficient at making these split second decisions? Amazingly, our brains use the same areas to process our perception of people that they do for brands. During this talk, you will learn how we can use neuroscience to inform good business practice and marketing. How can you leverage our knowledge of the brain to ensure that your company's brand is perceived as both positive and reliable? Your brand has ONE chance to make that first impression. How can you use this chance to your best advantage?

DR. AOIFE LYONS

Director of Educational Initiatives, Alltech, Inc





THE ONE CENTIMETER OF SOIL

What will it be like when we have to feed 9 to 15 billion people? We need to understand and look after our assets and resources better today.

Did you know it takes 1,000 years to form one centimeter of soil? How do we protect that in years to come? From the one, two, or three meter deep soils of Brazil, to the rich soils of Iowa and the barren soils of the desert, they all share one thing in common, they depend on microbes. What does this mean for the industry and the world we live in?

As we continue to treat our soil with pesticides and fungicides, we destroy hundreds of ecosystems and billions of microbes, microbes that we need in the soil to maximize productivity and nutritional value. Today, oranges are ravaged by citrus greening disease threatening to make Florida's once famous orange juice industry a thing of the past, while bananas in Costa Rica and palm oil plants in Malaysia and Indonesia are devastated by fungus, yet we continue to spray billions of dollars in pesticides. Stop, think, and be curious. How can we restore the balance? Learn how we are doing it in Florida and in Costa Rica as our scientists discover ways to roll back our ravages.

Microbes at Work.

ROBERT WALKER

General Manager, Alltech Crop Science

THE ONE UNEXPECTED PHENOMENON

A flash in the pan won't work for the way forward. Across the world, there are 10,000 or more craft brewers, with more opening every day. There are over 4,000 alone in the US, 1,000 in the UK, 50 just in the city of Curitiba in Brazil. From zero in Ireland five years ago to 50 today. What is happening in the craft beer business? It's going global, for one. And it's growing fast.

Here in the US, the craft beer industry has doubled in the last five years to over 22 million barrels, taking over five share, mostly from the two largest brewers AB and MillerCoors, which are owned by global giants, Anheuser Busch InBev and SABMiller (Molson Coors also owns half of MillerCoors). The once tiny craft segment is now over 10 share of the volume in the US market and a higher share of the revenues. And the big two have gone from over $\frac{3}{4}$ of the market to under 70 percent.

These are massive changes within the US beer business, but now craft itself is also changing rapidly. Why do so many people go into craft brewing? For many years, craft brewers entered the beer business in the spirit of entrepreneurship, people with a passion for brewing and innovation who want to be their own boss. This was not about building to sell though, however, with over two dozen transactions last year, this may be changing. When a brewer like Ballast Point sells for \$1 billion, that undoubtedly tempts others to consider their options.

Think about the mega-merger with a \$108 billion price tag between SABMiller and Anheuser-Busch InBev. This staggering combination represents about 30 percent of the total volume of beer across the world, over 500 million barrels, and about half of global profits (before disposals). We may think we understand why AB InBev would pay such a sum for such power and efficiency in the global beer business. But why would Constellation Brands and Heineken pay princely sums for Ballast Point and half of Lagunitas respectively, each with valuations in the range of \$1 billion? Those craft brewers only sold 277,000 barrels and 789,000 barrels respectively in 2015. Clearly, these large corporations see great growth potential ahead.

Is this the next dot-com? Has the brewing and beverage industry forever changed? Can major brewers develop that craft-like ambience? Can they take culture, the biggest differentiator in any business, and change it within the big brewery, or will they squash the unique culture of the acquired craft brewer? Benj Steinman will look at the phenomenal growth of the craft beer business from these and many other perspectives.

BENJ STEINMAN

President of Beer Marketer's INSIGHTS, Inc.



SUGAR: ONE BITTER TRUTH

Since 1980, the global obesity rate has doubled with 1.9 billion adults overweight and 600 million obese. Over the last 35 years, 300 million more people have become obese. We think obesity is only a problem in the developed world, but this is not the case. Obesity affects people of all ages and incomes. Nearly 26% of all children in developing countries are overweight or obese.

The U.S. alone accounts for 13% of the world's obese people, and China and India together represent 15%. What do we do? How should we respond? Most assume the root cause of obesity is overconsumption. Where does sugar come into play? Sugar drives fat storage and makes the brain think we are hungry. Was former New York Mayor Michael Bloomberg right to try to ban large sugary drinks? Is this an opportunity or a challenge?

How much is too much?

DR. MARK LYONS

Global Vice President & Head of Greater China, Alltech



MORNING SESSION

TUESDAY MAY 24, 2016 // RUPP ARENA



ONE DECISION AWAY FROM A CRISIS

Are you in a “go-to-jail” job? In a recent post, by a refinery manager, he explained that many jobs in the oil industry are now “go-to-jail” jobs, i.e., if something seriously went wrong, then these people could indeed go to jail.

When we stop and think of the crisis we saw this year in FIFA, the world soccer organization, can anyone doubt that someone may go to jail? Or the issues at Blue Bell, the ice cream company based in Oklahoma. What about the bank crisis in Ireland, with a former chief executive now in a U.S. jail fighting extradition back to Ireland? And there’s the story of Volkswagen and false emissions ratings. Were they motivated by a desire to make more money, or by the desire to overtake Toyota as the biggest car manufacturer in the world? And what about the Japanese corporate scandals, motivated not by personal profit, but rather to hide poor corporate performance, poor corporate governance? When the crises emerged, their reputation could have been destroyed.

David Byrne, former European Commissioner for Health and Food Safety, famously said that there are two types of companies: those who have had a crisis and those who will have a crisis.

With the banking scandals of the last decade, rooted in risky behavior associated with the bonus culture for senior managers, have we learned anything?

Reputational damage extends beyond causing embarrassment to the company, and loss of jobs for those responsible. It also affects the capital value of the company, and causes a big hit to goodwill and the balance sheet. Goodwill, your reputation, that’s the value of your business. Nestlé once said that 60 percent of their value was their brand reputation. How valuable is your brand, and do you have a crisis plan to protect it?

What is your Crisis Management system? Do you have one?

DAVID BYRNE

Former European Commissioner for Health and Consumer Protection

ONE FRIEND, ONE SALE

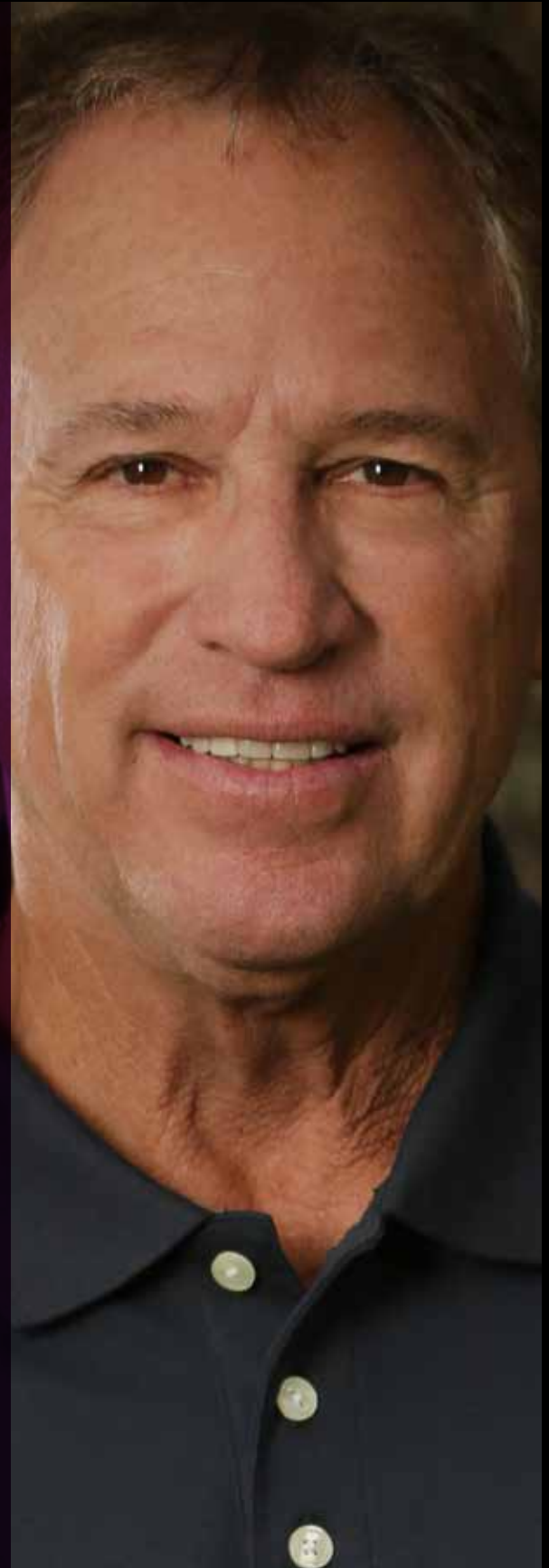
Chemistry or Trust? When it comes to teams, egos, or as they say in Ireland "Me Feiners" (myself) can get in the way. In the late 1970s, baseball teams like the ones in New York and Montreal were full of players who were only interested in personal stats. The Cincinnati Reds, however, were different; their team had chemistry, trust, and spirit. Those things made them the winning team. There was a feeling that if you would do it for them, then they would do it for you. Without trust and chemistry, a "can do" spirit won't work. Trust cannot be built over email or Facebook. It motivates great conversations and great relationships, and it turns dreams into reality.

Relationships are what it is all about. It is about being there, and making a friend, making a sale. It is not about being rich. Today, rich is a description of everything but money. This is the basic premise of Jeffrey Gitomer's, "The Little Black Book of Connections." What do you do with your Little Black Book? Do you have one?

Take your humble savings and grow by working with those who celebrate you, not those who tolerate you. This is how Doug Flynn, former player and star of the Cincinnati Reds' "Big Red Machine" has lived his life. Could you do the same?

DOUG FLYNN

Former Major League baseball player, best known for playing with the Cincinnati Reds 1975-1977





ONE JOB AT A TIME: HOW OUR VISION IS REBUILDING A COMMUNITY

In Eastern Kentucky, just as in Wales which is also coal country, sons followed in the footsteps of their fathers, and fathers followed grandfathers down into the deep mines where coal was cash and coal was king. In today's new environment, where there appears to be a "war on coal" driven by climate change and driven by politicians, is there a future and is there an alternative?

In the days of Margaret Thatcher, Britain took on the coal miners and effectively destroyed the industry. Is this the future? Is it the present for the Appalachian region of Eastern Kentucky, the land of coal mines, hollows, and feuds?

With the legend of the Hatfields & McCoys and The Dukes of Hazzard on one hand, and the rich culture of Bluegrass music on the other, it's a land of mystique and of traditions. Is there a future, and what is the one thing that will change everything?

Learn about the SOAR Initiative, focused on revitalizing Appalachian Kentucky. Learn how it strives to create jobs, generate opportunity, enhance innovation, and improve the quality of life. Is it the rising tide that will lift Eastern Kentucky? Is this the one big opportunity for your company?

BRAD THOMAS

Associate Manager of Economic Development for East
Kentucky Power Cooperative (EKPC)

AFTERNOON SESSION

TUESDAY MAY 24, 2016 // HERITAGE HALL

ONE CHANGE FOR THE BETTER: FOOD WITHOUT ANTIBIOTICS

In the world of the internet and instant communication, consumers are better informed and making their voices heard. Antibiotics are no longer acceptable. Pesticide overuse is no longer acceptable. In developing countries, increasing numbers are joining the middle class, and more people are moving into urban areas to pursue better lifestyles. Is there one big opportunity? What is the impact of the world's emerging middle class, urban population?

By 2030, the majority of the world's middle class will live in Asia. They aspire to do exactly the same things that the middle class in the U.S. and Europe aspire to do, including the ability to connect instantly around the world. What products will they want? Are you ready to provide them?

Middle Class Wealth leading to Major Opportunities.

AIDAN CONNOLLY

Chief Innovation Officer & Vice President,
Corporate Accounts, Alltech



ONE INSPIRING STORY OF LEADERSHIP AND SACRIFICE FROM AN UNLIKELY SOURCE:

How the desert country of Israel overcame insurmountable obstacles to become water abundant

Water has begun to go from abundant to scarce – with frightening implications for the world economy and our way of life. The US Government projects that within the next 10 years, 60% of the world's landmass and 40 of our 50 states will be experiencing water scarcity. Is there anything to be done? Bestselling author and compelling speaker Seth M. Siegel says that not only is the coming water crisis avoidable, but that it offers an opportunity. Israel is 60% desert and the rest semi-arid, with a rapidly growing population and economy. But with smart and courageous leadership that began thinking about this problem decades before the crisis actually arrived, Israel built the world's best managed water system. The country – once water starved – now is so abundant in water that it has built a global agricultural export industry and exports billions of gallons of water each year to its Palestinian and Jordanian neighbors. Vision, sacrifice, planning, technology and leadership each played a part in achieving the nearly impossible.

At a time when there is cynicism about political leaders, legislative gridlock and a fractured society, learn how Israel – under political, economic and military attack from its neighbors – was able to summon the resolve to address a problem no one else was addressing. At a time when there are shrinking supplies of water, see what parched Israel did to assure its economy and society would have all of the water that it needed to grow into an economic power. And at a time when our country has stopped taking on bold new infrastructure projects, come hear how the once-poor Israel decided to build the most expensive, per capita, water system in the world and how that helped to propel the country into prosperity.

Don't miss this talk that will change the way you think about water and the world.

SETH SIEGEL

Businessman, Water Activist, Bestselling Author and Dynamic Speaker



ONE REGION ONE NEW WAY TO FARM

It's your first orbit around the world, and you can see the Great Wall of China, but you can also see the massive greenhouses in Spain's Tabernas Desert. Or is it a desert? The land where Clint Eastwood's "The Good, The Bad, and The Ugly" was filmed now produces more than half of Europe's fresh fruit and vegetables. There is no water. How did it happen? What are the lessons?

Are massive greenhouses the way forward? If they are, we need to be ready to change. If they are, whether it's Eastern Kentucky or the desert, each one becomes a viable location to produce for the world's current and future food needs.

The opportunities are endless, and, this time around, farming needs to be combined with marketing and branding to add value. Farming can no longer be just commodities, no longer responding to the dictates of the supermarket, but rather following the iPhone model to produce a product that consumers don't even know they want yet, but find they cannot live without. This is what is happening in Spain. Are we dairy farmers or are we marketers?

Fairlife represents a massive investment by giant Coca-Cola, creating a 'new milk'. The label reads: How We Do It: It's simple. Really! Our milk flows through soft filters to concentrate the natural goodness, like protein and calcium, and filter out the sugars. That allows us to bottle only delicious, nutrient-rich, good-for-you milk with a powerful combination of protein and calcium. Believe in better nutrition. Believe in better life. From grass to glass traceability back to our own farms; Pursuit of sustainable farming. We promise to do better so you can live better.

The fairlife way. Is this your way? Farming of the future, imaging of the future, and branding of the future.

Opportunities are Everywhere.

JOMI BERNAD

Regional Director, Alltech



ONE GIANT STEP: THE DIGITAL FARM

The world of the Smartphone. The world of constant communication. Today's technology has changed the way we run everything from airplanes to our schedules. It has changed how we decide where to plant and how to plant. Today's high-tech farmers have GPS-equipped tractors with auto-steering, variable-rate planters, crop sensors, and digital maps of plant health, soil conditions, and water usage. Where is all this technology going? What one technology would you adopt and make your own?

Data, Data, Data.

DAVID HUNT



AFTERNOON SESSION

TUESDAY MAY 24, 2016 // RUPP ARENA

ALLTECH YOUNG SCIENTIST AWARD

The Alltech Young Scientist program is the most prestigious agriscience competition in the world. Every year, we invite talented undergraduate and graduate students to address industry challenges through their innovative research. We elevated the model of our program, and now in its 11th year, we received 145 amazing project entries representing the top 117 universities from 42 countries!

After the initial rounds of judging, we will select eight finalists from around the world to join us for the final competition in Kentucky during the ONE Conference. We cannot wait to see and hear what the next generation of scientific talent has to say! The global winners will claim the amazing prize package that includes a fully-funded Ph.D./post doctorate position and \$5000 USD (undergraduate) and \$10,000 USD (graduate).





ONE IDEA THAT CHANGED THE WORLD: APPLE 1

In 1916, Irish author William Butler Yeats famously said, "All changed, changed utterly: A terrible beauty is born." He was talking about the founding of the Irish Republic, but he might equally have been speaking about the founding of Apple. How did two California entrepreneurs, Steve Wozniak and Steve Jobs, often called the "odd couple," change the world?

Steve Wozniak's father, Jerry, was a brilliant engineer from Caltech (California Institute of Technology) who went on to become a rocket scientist at Lockheed Missiles & Space Co. He taught his son, at the young age of eight, how to build a crystal radio. A few years later, the father and son team would work on ham radios together. Jerry would let his son to play with electronic parts, and Steve would take resistors and make them work.

Coming from the 60s and 70s when people assembled their own ham radios, then emerging into the computer era, how did this one man, who once said he was too shy to be a business leader, become the idea foil in the "odd couple"? Wozniak was five years older than Jobs and far more knowledgeable about electronics. He was the man to whom Jobs accredited genius, saying, "I would not be here without his brilliance." How did this one man, who prided himself on being a hardware engineer, change the world?

They started with a product called "blue box", a technology the size of a deck of playing cards that allowed the user to get free phone service all over the world. They made and sold 100. Steve Jobs once said that if it hadn't been for the blue boxes, there would never have been an Apple, and if it hadn't been for Wozniak, they wouldn't have solved the technical problems to go into production. Wozniak, the gentle giant who was always coming up with neat inventions, along with Jobs, the one who was always trying to figure out how to make them more user-friendly – together they changed the world.

How do entrepreneurs work?

Look around and Grasp the Opportunity.

STEVE WOZNIAK

Co-founder, Apple Computer, Inc. and
Chief Scientist, Primary Data

CLOSING SESSION

WEDNESDAY MAY 25, 2016 // RUPP ARENA

ONE WAY TO GO: THE BLUE OCEAN STRATEGY

The Blue Ocean - unlimited opportunities. We live in crowded markets. We live where one supermarket is constantly outdoing another with price discounts, (20% off, 80% off, Buy One Get One Free), it's a veritable red ocean of competition. How do we change to get out of that mindset? From watches such as Swatch, to planes such as NetJets, to circuses such as Cirque du Soleil, to sandwiches such as Pret A Manger, they are all in the Blue Ocean. They created a new space away from competition for only one company: their own.

The Blue Ocean Strategy, a low-cost way to look at your marketplace and your business. It makes your competition irrelevant as you make your one plan.

Get your "Swatch", Let's Go Fly.

DAMIEN MCLOUGHLIN

Anthony C. Cunningham Professor of Marketing, UCD
Michael Smurfit Graduate Business School





ONE WORLD PHENOMENON: THE STORY OF RIVERDANCE

Since its reemergence at the end of the 19th century after generations of colonial suppression, Irish dance slowly grew to popularity as an amateur competitive hobby, hosted at venues such as the Father Matthew Hall, a small nondescript venue in a working-class area of Dublin. Replacing the original social dancing at the crossroads this new dance form thrived, but only in tight-knit groups throughout Ireland, and in Irish communities around the world where the emigrants from the famine had settled, and Irish dance was all but unknown to anyone outside these circles.

How did everything change? From one seven-minute intermission performance at the 1994 Eurovision Song Contest in Dublin's Point Theatre, a performance that was simply meant to "fill time" while the judges made a decision, came a presentation of Irish dancing that was to be a turning-point. It was not the Irish dancing that we had all known, but rather dancing that featured the American-Irish dancing champions Jean Butler and Michael Flatley. That evening, they danced their way into history.

How do you take one event and build on it, constantly reinventing yourself, keeping things fresh and audiences coming back? How do you get 20 million people watching one form of art? Learn how John McColgan and Moya Doherty took Irish dance out of the closet, blew the dust off and introduced it to an unsuspecting world audience. How Bill Whelan took traditional Irish music and gave it a whole new sound with the introduction of jazz instruments such as the saxophone and full-on percussion and drum kits. What now is their future? What is yours? Peter Drucker once said, "You cannot predict the future, but you can create it."

Learn how Riverdance has revolutionized Irish dancing and awakened an interest in the art-form all around the world.

RIVERDANCE

ONE IDEA, ONE CHANGE, ONE BRIGHTER FUTURE

The world as we see it, a world that is changing rapidly. How do you change the world? How do you change your world? How do you instill different thoughts and attitudes? How do you achieve 99 manufacturing facilities and a presence in 128 countries from a standing start of \$10,000 in your personal savings, the support of your wife, and your will to win?

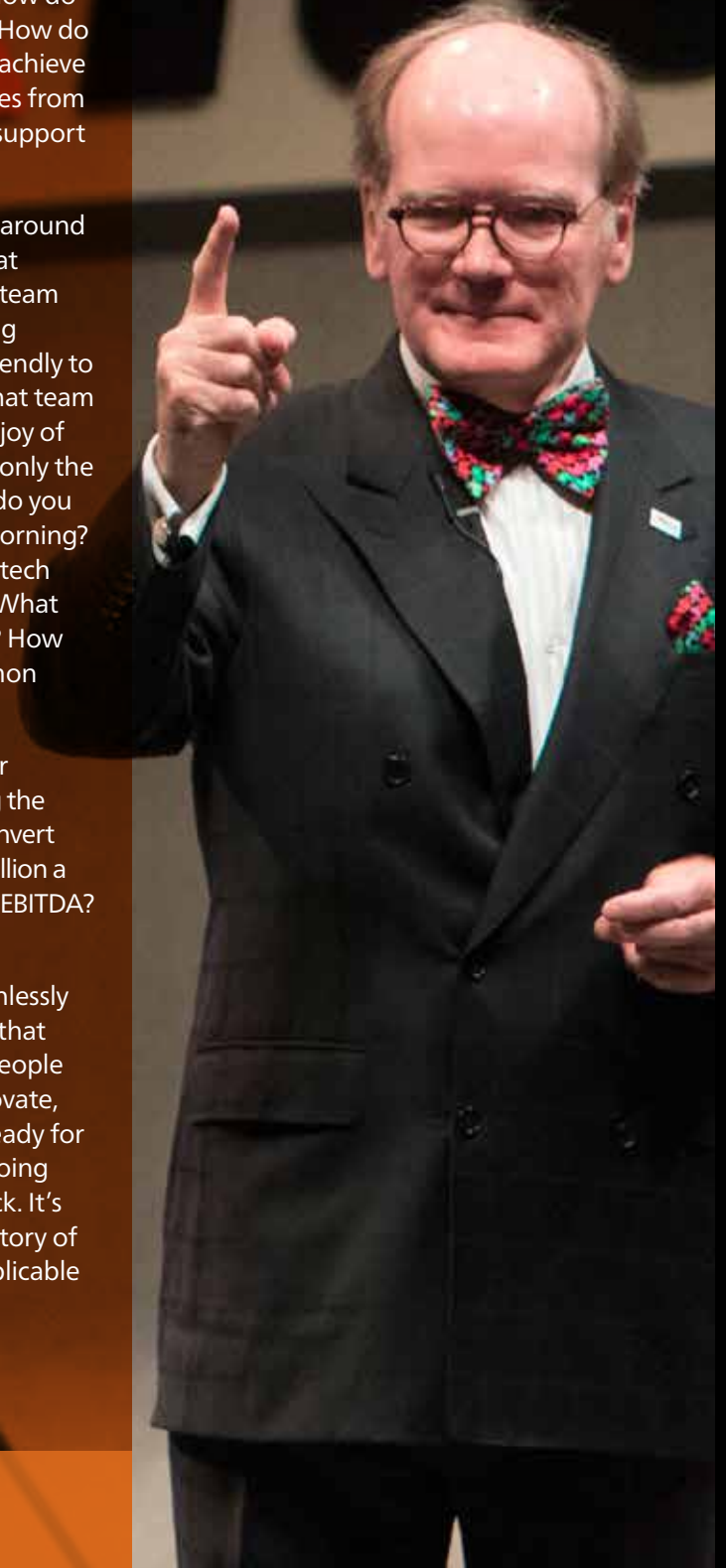
How do you continue to reach out to your team of 4,700 around the world? A team that believes in themselves, a team that believes we can be the best our industry has ever seen, a team that is totally committed to the Alltech vision of improving animal, plant and human performance in a way that is friendly to the consumer and the environment? How do you keep that team communicating, believing in the common touch and the joy of giving back, yet with no shares now or in the future, and only the security of constant challenges? More importantly, how do you stay motivated? What do you say to your people every morning? What roles do a "one minute charge" inspiration, the "Alltech Herald" update, and running with your colleagues play? What are the lessons, and where do you look for those lessons? How do you make sure it's a world without vanity, just a common touch - the touch of an entrepreneur?

How do you focus on innovation as the one constant in your business? How do you take 36 years of experience traveling the world, getting to know people, and making friends, and convert that into a win-win situation? If the goal is \$4 billion to \$6 billion a year in sales, how do you do that while maintaining a good EBITDA? Is it through acquisition, collaboration, or organic growth?

To achieve this you have to have a vision. You have to ruthlessly protect that vision and culture. You have to build a team that is capable of bouncing back, and of understanding the people landscape and the competitive landscape. You must innovate, innovate, innovate and build your war chest so you are ready for those crises. It's about going the path less traveled and doing what makes your heart sing. Equally, it's about giving back. It's not about money, it's about being disruptive. This is the story of the ONE. This is the story of agriculture. This is a story applicable to any successful business. This is the story of Alltech.

DR. PEARSE LYONS

President and Founder of Alltech



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one

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