

2006 IBERO AMERICAN  
**BUSINESS FORUM**  
The New Corporate Triangle  
Madrid, 13-14 November 2006

**Experiences in Latin America,  
Spain and The United States**



# 2006 IBERO AMERICAN BUSINESS FORUM

## ***THE NEW CORPORATE TRIANGLE***

November 13-14, 2006 • MADRID

LOCATION: FUNDACIÓN RAFAEL DEL PINO AND REAL FÁBRICA DE TAPICES

The success of the meeting depends on the participants having the maximum possible level of interaction. For this reason, during our meetings we do not allow opening statements, prepared remarks, or long speeches. The commentators that we invite do not give a “keynote address,” but instead they take part in a conversation with the entire group. Given the caliber of the event, all of the participants have an active role in the conversation.

MONDAY  
NOV  
13

- 11:30 AM**                    **PICK UP AT THE WESTIN PALACE HOTEL**  
Only for participants staying at the Westin Hotel Palace
- 11:30 AM – 12:00 PM**      **MEETING REGISTRATION AT FUNDACIÓN RAFAEL DEL PINO**  
Registration for participants not staying at the Westin Hotel Palace
- 12:00 PM – 12:15 PM**      **INTRODUCTORY REMARKS**  
*Session at Fundación Rafael del Pino*  
**Moisés Naím**, Editor in Chief, Foreign Policy  
**Diego Hidalgo**, President, FRIDE  
**María del Pino**, Vice President, Fundación Rafael del Pino  
**Enrique García**, Executive President, Corporación Andina de Fomento
- 12:15 PM – 1:30 PM**      **LATIN AMERICA, SPAIN AND THE U.S.: THE STATE OF THE BUSINESS RELATIONSHIP**  
*Session at Fundación Rafael del Pino*
- DISCUSSION LEADER:**  
**Eduardo Montes**, Member, Managing Board, Siemens AG and Group President, Communications Group Siemens
- COMMENTATORS:**  
**Susan Segal**, President and CEO, Council of the Americas  
**Enrique García**, Executive President, Corporación Andina de Fomento  
**Álvaro Cuervo**, Distinguished Professor, Universidad Complutense de Madrid; Member of the Advisory Board, Fundación Rafael del Pino
- 1:30 PM – 3:30 PM**            **LUNCHEON AT FUNDACIÓN RAFAEL DEL PINO**  
A RELAXED CONVERSATION WITH **ANA PALACIO**, SENIOR VICE PRESIDENT AND GROUP GENERAL COUNSEL, WORLD BANK GROUP. PRESENTED BY **MARÍA DEL PINO**, VICE PRESIDENT, FUNDACIÓN RAFAEL DEL PINO.

**3:30 PM**

**TRANSFER TO THE REAL FÁBRICA DE TAPICES**

**4:00 PM – 5:30 PM**

**THE WORLD AHEAD: SURPRISES, CHALLENGES AND UNKNOWNNS**

A distinguished panel of experts will discuss the state of current problems and likely global trends that will affect business and investment in the short to medium term.

**DISCUSSION LEADER:**

**Moisés Naím**, Editor in Chief, Foreign Policy

**COMMENTATORS:**

**José Luís Escrivá**, Chief Economist, BBVA

**Desmond Lachman**, Resident Fellow, AEI

**Paul Menmuir**, President, A.T. Kearney Spain

**5:30 PM – 6:00 PM**

**CONTACT BREAK & 15 MINUTES GUIDED TOUR OF THE FUNDACIÓN REAL FÁBRICA DE TAPICES**

**6:00 PM – 7:30 PM**

**THE POLITICS AHEAD: ELECTIONS, ECONOMICS AND BUSINESS**

The US mid-term elections are just behind us and Latin America has had no less than 11 elections in 2006. What are the implications on economic policy and progress from these elections, and what, if any, has been the impact on business from this year of electoral uncertainty?

**DISCUSSION LEADER:**

**Sean Cleary**, Chairman, Strategic Concepts Ltd.

**COMMENTATORS:**

**Fernando Becker**, Corporate General Manager, Iberdrola

**Rebeca Grynsban**, Assistant Administrator, UNDP

**David Rothkopf**, Visiting Scholar, Carnegie Endowment for International Peace

**7:30 PM**

**RETURN TRANSPORT TO THE HOTEL AND FUNDACIÓN RAFAEL DEL PINO**

**9:00 PM – 10:30 PM**

**WHAT CAN THE WORLD EXPECT FROM THE U.S. IN THE COMING YEARS**

A RELAXED AFTER DINNER CONVERSATION WITH **ROBERT KAGAN**, SENIOR ASSOCIATE, CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE. PRESENTED BY **DIEGO HIDALGO**, PRESIDENT, FRIDE.

The Westin Palace Hotel – Julio Camba Lounge

**8:00 AM****PICK UP AT THE WESTIN PALACE HOTEL**

Only for participants staying at the Westin Hotel Palace

**8:15 AM – 9:00 AM****NETWORKING BREAKFAST AT THE REAL FÁBRICA DE TAPICES****9:00 AM – 10:30 AM****LACKING A SILICON VALLEY: TECHNOLOGY INVESTMENT IN 21<sup>ST</sup> CENTURY**

The emerging markets in Asia, especially India, have had impressive investment in technology over the last ten years, creating local *silicon valleys*. Latin America on the other hand, has seen little or none of that investment. What can we learn from India in attracting technology investment? Is it possible to establish a comparative advantage in technological industries with Asia being so far out in front?

**DISCUSSION LEADER:**

**José María Figueres**, CEO, Grupo Felipe IV

**COMMENTATORS:**

**Gabriel Rozman**, President of Ibero America, TATA Group

**Javier Piera**, General Manager for Operations, Indra Sistemas

**María Estela de Ríos**, Co-owner and Executive Vice President, Orion International Technologies

**10:30 AM – 11:00 AM****CONTACT BREAK****11:00 AM – 12:30 PM****SHOULD I STAY OR SHOULD I GO: ASSESSING FOREIGN CORPORATE INVOLVEMENT IN EMERGING MARKETS**

Investment opportunities in the emerging markets of Latin America was for a long time the emerging markets investors' favourite. In the last years, however, other emerging markets have shifted the focus of investment, and investors have also chosen the *safer* investment in established markets, especially in the US. Which key factors have been imperative in this shift of investment focus? Are these factors regional, country specific or industry specific?

**DISCUSSION LEADER:**

**Javier Macaya**, Founder and CEO, Athelera LLC

**COMMENTATORS:**

**Antonio Brufau**, Chairman & CEO, Repsol YPF

**Fernando Rodés**, President and CEO, HAVAS

**Miguel Ángel Fernández**, Partner, Gómez-Acebo & Pombo

**12:30 PM – 1:00 PM****CONTACT BREAK****1:00 PM – 2:30 PM****BUILDING FOR THE FUTURE: REMOVING OBSTACLES FOR FINANCING INFRASTRUCTURE**

Latin America is currently only spending about 2% of GDP on infrastructure, which is far less than the emerging markets in Asia, and less also than both Spain and the US. This deficit in infrastructure investment is hurting business and reducing the potential for economic growth. What is discouraging investors from investing in infrastructure in Latin America, instead of investing elsewhere? Which key economic and political changes have to occur for the investment to increase?

**DISCUSSION LEADER:**

**Rafael del Pino**, Executive President, Grupo Ferrovial

**COMMENTATORS:**

**Germà Bel**, Distinguished Professor, Universitat de Barcelona

**Antonio Juan Sosa**, Vice President of Infrastructure, Corp. Andina de Fomento

**Ellis J. Juan**, Manager, Infrastructure Finance & Guarantees Group, World Bank

**Andrés Gluski**, President, AES Latin America

**2:30 PM – 4:00 PM**

LUNCHEON WITH **AUGUSTO LÓPEZ-CLAROS**, FORMER CHIEF ECONOMIST AND DIRECTOR OF THE GLOBAL COMPETITIVENESS PROGRAMME, WORLD ECONOMIC FORUM. PRESENTED BY **AMADEO PETITBÒ**, DIRECTOR, FUNDACIÓN RAFAEL DEL PINO.

**4:00 PM – 5:30 PM**

**SUN BLOCK APPLIED: EXPERIENCES AND IMPACT OF THE TOURISM INDUSTRY**

Spain is a model for how tourism can be an import tool for economic prosperity and regional growth. How can the Spanish experience be applied elsewhere, and which social-economic impacts should one be aware off?

**DISCUSSION LEADER:**

**Philippe Bourguignon**, Vice Chairman, Revolution Resorts

**COMMENTATORS:**

**Luís Baldó**, Founding Partner & Manager, I+T Consultores

**Geoffrey H. Lipman**, Assistant Secretary-General, World Tourism Organization

**Adolfo Favieres**, Vice President, Occidental Hoteles

**5:30 PM – 6:00 PM**

**CONTACT BREAK**

**6:00 PM – 7:30 PM**

**INSECURITY AND CRIME IN LATIN AMERICA: HOW BUSINESSES CAN HELP**

Violence, kidnappings, cross-border trafficking and jail overcrowding are day to day headline news in the region. Criminal activities not only affect the daily lives of millions of Latin Americans, they also affect the economy, investment and the development of the entire region. What are the roots of illicit activities? What have governments in the region been doing to tackle the problem at its root? How can businesses help push through reforms that bolster public safety? Experts will discuss the social and political causes and offer potential remedial action.

**DISCUSSION LEADER:**

**Moisés Naím**, Editor in Chief, Foreign Policy

**COMMENTATORS:**

**Gertrudis Alarcón**, Managing Director, Kroll Iberia

**Nancy Truitt**, Senior Advisor, Tinker Foundation

**7:30 PM – 8:00 PM**

**CONCLUSIONS**

Participants will have the opportunity to share insights and conclusions gained from the forum sessions and provide input on the agenda for the 2007 Washington Meeting.

**DISCUSSION LEADERS:**

**Moisés Naím**, Editor in Chief, Foreign Policy

**Enrique García**, Executive President, Corporación Andina de Fomento

**José María Figueres**, CEO, Grupo Felipe IV

**Amadeo Petitbò**, Director, Fundación Rafael del Pino

**8:00 PM**

**RETURN TRANSPORT TO HOTEL PALACE**