



# *Sumaq Summit*

International Business Strategies in Latin America



**May 5-7, 2004**  
**OMNI Hotel. Atlanta, GA.**



**Sumaq**

Organized by **Sumaq Alliance**

**EGADE - Tec de Monterrey, Mexico**

**FGV- EAESP, Brazil**

**IE - Instituto de Empresa, Spain**

**IESA, Venezuela**

**INCAE, International School of Management**

**Pontificia Universidad Católica de Chile**

**Universidad de los Andes, Colombia**

**Universidad de San Andrés, Argentina**

The **Sumaq Alliance** is a strategic initiative designed by the leading business schools in Latin America and Europe to partner with companies, organizations and institutions in their quest to generate collective wealth and social well-being.

Sumaq provides the international business community with intense, innovative and international executive education, relevant research, and learning technologies.

As companies increasingly demand cross-the-border programs and services, Sumaq acts as a **business partner** with clients in order to satisfy the current/future business and lifestyle needs of international firms and their decisionmakers. We specialize in developing executives capable of designing competitive organizational practices that bring public policies and corporate strategy into line with each other, against a backdrop of social responsibility.

This initiative is not a question of looking to the future, it means building the future now. To form part of Sumaq is a commitment to our people, our society and our values.



**Jaime Alonso Gómez**  
Dean, EGADE - Tec de Monterrey  
President of the Sumaq Alliance

# Sumaq Summit

## International Business Strategies in Latin America

It's my pleasure to present a program designed to help you do business in Latin America. If you and your company need information on this region to enhance your strategic options, or you aim to increase and improve your presence there, this is a unique opportunity to gain the latest insights on how to do just that.

The program will equip you with up-to-the-minute knowledge on the business arena and institutional and social environments, all of which play a key role in the region. You will also learn of Latin America's most interesting and advanced managerial practices in the fields of strategy, organization and human resources, supply chain management, finance and marketing.

To make this happen the **Sumaq Alliance** will be bringing the best of its pooled faculty to Atlanta, professors with extensive experience in teaching, consulting and research in the above mentioned fields.

The program is structured to offer a wide range of parallel sessions in such a way that you may select those most suited to your needs. At the same time, you will have a unique opportunity to establish a highly valuable network of contacts in Latin America.

Looking forward to seeing you in Atlanta,



**José Luis Álvarez**  
Vice Dean, IE - Instituto de Empresa  
Academic Director of the Program



Sumaq representatives welcomed on the Senate floor of the Georgia State Capitol in Atlanta

## Program Objectives

The **Sumaq Summit 2004** challenges you to consider fresh approaches and will give you the opportunity to maximize and expand on your activities in **Latin America**.

The program equips participants with an integral vision of the different regions where investments are currently being made or could be made in the foreseeable future.

Participants also learn about the latest management tools in important functional areas from a markedly practical strategic perspective.

## Program Overview

It is the first time that an **Executive Education** program has been organized by eight business schools from different countries. The program is a platform for these leading schools to present the latest breakthroughs made by their joint faculty in terms of management and business development in the different regions of Latin America.

The program is structured along these **two main lines**. Morning activities are centered on the current scenario, including the macroeconomic, political, cultural and social situations of the different countries. In the afternoons, experts from the different partner schools will present the latest management techniques for the regions hinging on five key areas: competitive strategies, marketing, operations, finance and organization, and human resources, all from a Latin American perspective.

Politicians, businesspeople and academics will be providing different insights and points of view in **three panels** that will debate burning issues: corporate governance, social responsibility and sustainable development, and the FTAA.

The **luncheons** form a core part of the program, given that participants have the opportunity to share the successful experiences of prominent business leaders from different countries currently operating in different parts of Latin America. The program also features different social activities that serve to exchange opinions and permit participants to extend their networks throughout the continent.

During the course of the program participants have access to an **exhibition area** where different firms present their products and services to the rest of the business community.

An extensive list of professors and specialists acts in parallel in the different forums. Some 50 professors, all experts in executive education, offer participants innovative, up-to-the-minute knowledge. The program is based on two main pillars: **information and training**.

## Participant Profile

Given the focus on key aspects and techniques for investing and operating in different Latin American countries, the program is aimed at **senior managers** of firms from the US and worldwide with current or potential interests in the region. General managers, directors of area, vice-presidents for Latin America or divisional directors are among those who can take full advantage of the program. There is also distinct added value for professionals from sectors like investment banking, consulting and similar services, who can acquire a clear and accurate snapshot of the Latin American region.

## Differentiating Features

- Outstanding expertise of each of the partner schools in their respective areas of influence.
- Faculty highly specialized in Latin America.
- Innovative, intensive 2 ½-day program that provides companies that operate in Latin America and investors with advanced management knowledge and tools.
- Creation of a top level international network.

**Program Length:** 2 ½ days

**Registration Fee:** \$1,300

Cocktails, luncheons with business leaders, coffee breaks and all materials are included

**Dates and Location:**

**May 5 - 7, 2004**

Omni Hotel at CNN Center, Atlanta, GA.



**Distinguished Speakers**

- Mr. José María Aznar\***  
Prime Minister, Spain
- Speaker Terry Coleman**  
Georgia House of Representatives
- Mr. Luis Ernesto Derbez\***  
Secretary of Foreign Affairs, Mexico
- Mr. Jorge Desormeaux**  
Member of the Board, Central Bank of Chile
- Mr. Enrique García**  
Executive President,  
Andean Development Corporation (CAF)
- Governor Sonny Perdue**  
State of Georgia
- Dr. Martín Redrado**  
Secretary of International Trade, Argentina
- Mr. Alberto Trejos\***  
Minister of Foreign Trade, Costa Rica



- Mr. Steve Aronson**  
Founder and President, Café Britt
- Mr. Emilio Azcárraga Jean\***  
President, Televisa
- Mr. Rolf Beisswanger**  
Vice President and Head of Global Sponsoring,  
Siemens mobile
- Mr. Jonathan Coles\***  
Chairman of the Board, Genesis Telecom BCI
- Mr. Chris Crommett\***  
Executive Vice President and General Manager,  
CNN en Español
- Mr. Douglas Daft\***  
CEO, The Coca Cola Company
- Mr. Valentín Díez Morodo\***  
Executive President and Executive President of  
Sales, Grupo Modelo
- Mr. Raul J. Fernández**  
Special Advisor,  
General Atlantic Partners
- Mr. Armando Garza Sada\***  
President, Versax
- Mr. José Ignacio González**  
Executive Director,  
Hemisphere Inc.
- Mr. Horácio Lafer Piva\***  
President, Sao Paulo State Industrial Federation  
(FIESP), Brazil
- Mr. Armando Monteiro Neto\***  
President, National Confederation of Industries  
(CNI), Brazil
- Mr. Alberto Padilla**  
Business Anchor, CNN en Español
- Mr. William R. Phinney\***  
Group Executive, Equifax Latin America
- Mr. Anco Saraiva**  
Senior Vice President of Marketing  
Globo Television
- Mr. Edward Schumacher**  
Chief Executive and Editorial Director,  
Meximerica Media
- Mr. Lorenzo H. Zambrano\***  
Chairman of the Board and Chief Executive  
Officer, CEMEX

\* To be confirmed

Schedule	Wednesday 5					Thursday 6					Friday 7
7:30-8:00 am	Registration										
8:00-8:45 am	Opening Session										
8:45-10:30am	Brazil					US Hispanic Market	Andean Region	Southern Cone	Central America & The Caribbean	Mexico	
10:30-11:00 am	Coffee Break					Coffee Break					Coffee Break
11:00-12:30 pm	Panel Corporate Governance					Panel Corporate Entrepreneurship		Panel Corporate Social Responsibility & Sustainable Development		Panel Free Trade Area of the Americas	
12:30-2:00 pm	Luncheon with Business Leaders					Luncheon with Business Leaders					Closing Session
	H. Resources	Operations	Finance	Marketing	Strategy	H. Resources	Operations	Finance	Marketing	Strategy	
2:00-3:10 pm	Global Age Challenges	Self-managed Teams	Company Valuation in Emerging Economies	Marketing Infrastructure for Mercosur	Do Country Differences Matter for Strategy?	Best Practices in Organizations: A Latin American Perspective	Managing Supply Chains & Networks in Latin America	Risk Factors and the Cost of Capital in Emerging Economies	New Strategies for the FMCG Sector	Strategic Responses to Globalization in Latin America	
3:10-3:40 pm	Coffee Break					Coffee Break					
3:40-4:50 pm	Change Leadership in Turbulent Times	Innovation for the Supply Chain in Latin America: the Automotive and Pharmaceutical Industries	Using financial market performance to forecast business opportunities in Latin America	Marketing for Popular Sectors	Value-driven Management Lessons from Chilean Companies	Brazilian Management Styles and Business Models	Continuous Improvement in Large Chilean Companies	The Use of Derivatives as a Hedge Instrument in Latin American Markets	Branding Strategy in Latin America	Strategic Thinking and Differentiation Strategies in Latin America	
4:50-5:10 pm	Break					Break					
5:10-6:20 pm	Overcoming Cultural Gaps between Anglo & Latin Cultures	World Class Competitive Models for Adverse Conditions in Latin America	Financing Alternatives in Latin America	Supermarkets in Brazil-Market Demand, Market Share and Trading	Strategic Action Model for the Free Trade Negotiation Environment	Human Resource Management: Developments in Latin America	Country Risk In Emerging Economies	Brazilian Finance: from Turbulence to Success	Sports & Business	Competitive Strategies in Argentina	
6:20-7:30 pm	Cocktail					Cocktail					

**Sumaq Summit 04**  
International Business Strategies in Latin America



[www.sumaq.org](http://www.sumaq.org)

## Faculty

### Álvarez, José Luis

PhD in Organizational Behavior, MA in Sociology, Harvard University  
Vice Dean and Professor of General Management and Corporate Governance, IE - Instituto de Empresa

### Álvarez del Blanco, Roberto

PhD in Economics and Business Administration, Universidad de Barcelona  
Professor of Marketing Management, IE - Instituto de Empresa

### Artavia Loría, Roberto

DBA, Harvard University  
MBA, INCAE  
Rector, Professor of Strategy, INCAE

### Bouzas, Roberto

MA in Economics, Cambridge University  
Director of the Master in International Relations and Negotiations and Professor of International Economics, Universidad de San Andrés

### Boza, María Eugenia

PhD in Marketing Research, University of Massachusetts  
MBA, IESA  
Professor of Marketing, IESA

### Brenes, Esteban R.

PhD, University of Florida  
MBA, INCAE  
Dean and Professor of Strategy, INCAE

### Cabrera, Ángel

PhD, MSc in Psychology, Georgia Institute of Technology, Atlanta, Georgia  
Dean and Professor of Organizational Behavior and Human Resource Management, IE - Instituto de Empresa

### Camacho, Arnoldo

PhD, MA, Ohio State University  
Professor of Economy and Finance, INCAE

### Cardoza, Guillermo

PhD in Business Economics and Development, Master in Latin American Studies, IHEAL-Sorbone University  
Director, Euro-Latin America Center and Professor of Innovation, IE - Instituto de Empresa

### Cepeda Ulloa, Fernando

Doctor in Law and Political Science, Universidad Nacional de Colombia  
Former Ambassador to Canada, UN, OEA and United Kingdom  
Professor of Public Policy, Universidad de los Andes

### Condo, Arturo

DBA, Harvard University  
MBA, INCAE  
Professor of Strategy, INCAE

### Corrêa, Henrique Luiz

PhD in Operations Management - University of Warwick  
MSc in Production Engineering - Escola Politécnica da USP  
Professor of Operations Management, FGV - EAESP

### Costanzo, Sabatino

PhD, MPh, MSc in Mathematics, Yale University  
MA in Economics and International Finance, Brandeis University  
Professor of Finance, IESA

### Cruces, Juan José

PhD in Economics, University of Washington  
MA in International and Development Economics, Yale University  
Director of the Master in Finance and Professor of International Finance, Universidad de San Andrés

### Cruz, Arturo

PhD, Oxford University  
MA, The Johns Hopkins University  
Professor of Political Analysis, INCAE

### Dávila, Carlos

PhD, Northwestern University  
Professor of Organizations and Management, Universidad de los Andes

### Donoso I., Patricio

MSc in Engineering, MIT  
Director of International Relations and Professor of General Management and Operations Management, PUC

### Doat, João Carlos

Doctor in Business Administration, FGV - EAESP  
MBA, New York University  
Professor of Finance, FGV - EAESP

### Fernández, Marco

PhD, University of Manitoba, Canada  
Professor of Political Analysis, INCAE

### Flores Zambada, Ricardo

Doctor in Business Administration, MBA, ITESM, Monterrey Campus  
Research Professor of Organizational Behavior and Human Resources Management, EGADE - Tec de Monterrey

### Forteza, Jorge Héctor

MSc in Management, Sloan School, MIT  
Chairman of the Board and Professor of Strategy, Universidad de San Andrés

### Garland, Gonzalo

PhD candidate in Economics, University of Pennsylvania  
MSc in Economics, Stanford University  
Director of International Relations and Professor of Economics and Business in Developing Countries, IE - Instituto de Empresa

### Garza, Salvador

PhD in Management, MBA, ITESM, Campus Monterrey  
Planning and Development Director and Professor of International Marketing & Sales, EGADE - Tec de Monterrey

### Ghers, Henrique

MSc in Engineering, University of Santa Clara  
MSc in Statistics, Universidad Simón Bolívar  
MSc in Economics, Universidad Católica Andrés Bello  
Professor of Finance, IESA

### Gómez, Jaime Alonso

PhD in Business Administration and Applied Economics, Wharton School, University of Pennsylvania  
Doctor in Engineering and Quality Management, AOTS-Tokyo  
Dean and Professor of Strategy and International Management, EGADE - Tec de Monterrey

### Gutiérrez, Roberto

PhD, MA in Sociology, The Johns Hopkins University  
Professor, Director of the Social Enterprises Initiative and Coordinator of the SEKN at Universidad de los Andes

### Ibañez T., Andrés

MBA, J.L. Kellogg Graduate School of Management, Northwestern University  
Professor of Marketing and Director of the MBA-UC Program, PUC

### Ibarra Yúnez, Alejandro

Doctor in Business Administration, ITESM  
Director of the Public Policy Area and Professor of Economics and International Public Policies, EGADE - Tec de Monterrey

### Ickis, John C.

DBA, MBA, Harvard University  
Professor of Strategy, INCAE

### Koljatic M., Matko

Commercial Engineer, PUC  
Marketing Management Program, ICAME, Stanford University  
Dean and Professor of Marketing and Strategy, PUC

### Ledur Brito, Luiz Artur

Doctor in Business Administration candidate, FGV - EAESP  
Professor of Strategy and Quality & Productivity, FGV-EAESP

### Lefort G., Fernando

PhD in Economics and Finance, Harvard University  
Professor of Finance and Director of the Corporate Governance Center, PUC

### Manfredini, Antonio Carlos

Doctor in Economics, Universidade de São Paulo  
MBA, FGV-EAESP  
Professor of Macroeconomics and Financial Economics, FGV - EAESP

### Meade Monteverde, Daniel

PhD in Computational Mathematics, University of California at Berkeley  
MSc in Statistics, University of Florida  
Director of Institutional Effectiveness and Professor of Organizational Behavior, EGADE - Tec de Monterrey

### Parente, Juracy

PhD in Business Administration, University of London  
MBA, Cornell University  
Professor of Marketing, FGV - EAESP

### Portales E., Carlos

PhD in Human Resources, IESA, Universidad de Navarra  
MBA, Georgetown University  
Professor of Human Resource Management and Director of the HRM Diploma, PUC

### Ramírez, Julio Sergio

PhD, MBA, Harvard University  
Professor of Negotiation, INCAE

### Ramírez-Vallejo, Jorge

PhD, MSc in Applied Economics, University of Minnesota  
MSc in Civil Engineering, University of Colorado  
Professor of Strategy, Universidad de los Andes

### Rubio Pérez, Rafael

PhD in Industrial Organization and Economic Development, Master in Economics, Cornell University  
Associate Director of Economical Studies and International Marketing and Professor of International Trade, EGADE - Tec de Monterrey

### Solís, Luis

PhD in Manufacturing Management, University of Toledo, Ohio  
MBA, Master in Industrial Engineering, ITESM  
Professor of Operations and Technology Management, IE - Instituto de Empresa

### De la Vega, Ignacio

Master in International Relations, The Fletcher School of Law and Diplomacy, Tufts University  
Director, Center for International Entrepreneurship and Professor of Entrepreneurship and Strategic Management, IE - Instituto de Empresa

### Villaquirán, Andrés

MSc in Finance Engineering, New York University  
Professor of Finance, Universidad de los Andes

### Walker H., Eduardo

PhD in Finance, University of California at Berkeley  
Professor of Finance and Director of the Ab Ante magazine, PUC

### Yáñez, Javier

MSc in Manufacturing Systems Engineering, Lehigh University  
Professor of Operations Management, Universidad de los Andes

### Directors of Area

<b>Finance</b>	Baptista, Asdrúbal	IESA
<b>Operations</b>	Donoso I, Patricio	PUC
<b>Human Resources</b>	Gore, Ernesto	U. de San Andrés
<b>Strategy</b>	Ickis, John C.	INCAE
<b>Marketing</b>	Jones, Victoria	FGV - EAESP



## REGISTRATION FORM.

For on-line registration, please go to [www.sumaq.org](http://www.sumaq.org)  
Alternatively, please complete this form and fax to  
Sumaq Alliance: + 34 91 745 21 48

**Sumaq Summit 04**  
International Business Strategies in Latin America

### Delegate

Title \_\_\_\_\_ Initial (s) \_\_\_\_\_ First Name \_\_\_\_\_ Surname \_\_\_\_\_  
Nationality \_\_\_\_\_ Date of Birth \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_ Male  Female   
Department \_\_\_\_\_ Job Title \_\_\_\_\_

### Your present level of responsibility:

- Chief Executive / President / Chairman  Managing Director / Board Director / Senior Partner  
 General, Divisional, Senior Manager / Partner  Function Manager / Middle Manager / Associate

### Organization

Direct Telephone \_\_\_\_\_ Mobile Telephone \_\_\_\_\_  
Direct Fax \_\_\_\_\_ E-mail \_\_\_\_\_  
Organization \_\_\_\_\_ Address \_\_\_\_\_  
Town \_\_\_\_\_ State \_\_\_\_\_ Country \_\_\_\_\_ ZIP Code \_\_\_\_\_  
Primary Industry Sector \_\_\_\_\_ Parent Company Name \_\_\_\_\_

### PAYMENT METHOD (tick as appropriate)

Credit card. Please charge my Visa \_\_\_\_\_ Mastercard \_\_\_\_\_ American Express \_\_\_\_\_ Discover \_\_\_\_\_ Diners Club \_\_\_\_\_ JCB \_\_\_\_\_  
Card Number: \_\_\_\_\_ Expiration Date: \_\_\_\_\_ Amount \$: \_\_\_\_\_  
Cardholder's Name: \_\_\_\_\_ Cardholder's Signature: \_\_\_\_\_

Bank Transfer to Chase Bank, New York, NY.  
Bank ABA # 021000021  
Account Name Instituto de Empresa Fund, Inc.  
Account Number 668-5033868-65  
Reference SS04 + name of the person wiring the transfer  
Amount \$ \_\_\_\_\_

Please invoice my organization. Is a Purchase Order Number required on the invoice?  No  Yes  
If yes, PO No. \_\_\_\_\_

Name and address to which the invoice should be sent if **different from the delegate's**:

Send to delegate  Send to different address, details given below.

Title \_\_\_\_\_ Initial (s) \_\_\_\_\_ First Name \_\_\_\_\_ Surname \_\_\_\_\_  
Job Title \_\_\_\_\_ Organization's Name \_\_\_\_\_  
Address \_\_\_\_\_  
State \_\_\_\_\_ Country \_\_\_\_\_ ZIP Code \_\_\_\_\_

Person in charge of training/development in your company: \_\_\_\_\_  
Title \_\_\_\_\_ Initial (s) \_\_\_\_\_ First Name \_\_\_\_\_ Surname \_\_\_\_\_  
Address \_\_\_\_\_  
Town \_\_\_\_\_ State \_\_\_\_\_ Country \_\_\_\_\_ ZIP Code \_\_\_\_\_  
Telephone Number \_\_\_\_\_ Fax Number \_\_\_\_\_

### Accommodation

There is an agreement with the hotel where the program is to be held whereby rates for participants stand at \$150 plus taxes, for a limited number of rooms. Participants who wish to take advantage of this offer must reserve by April 20, calling the hotel at the toll free number 1-800-400-1700 (please refer to Sumaq Summit 2004) or reserve on-line at [www.sumaq.org](http://www.sumaq.org)

### Cancellation Policy

After registration, 90% refunds will be made if notice of cancellation is received in writing at least five weeks prior to the start date of the program. A registered participant may be substituted by another from the same firm up to the day before the start date of the program.

The program organizers reserve the right to alter the content, speakers or schedule of the sessions, in case of unforeseen circumstances. Any modifications will respect program objectives.



Sumaq Summit 2004 with the support of the IE Fund

Instituto de Empresa Fund  
Change through Excellence in Business Education



Sumaq

For further information on the Sumaq Summit 2004, please contact:

**Ashley Martin**

(v) 404-688-7614  
(f) 404-223-6910  
Ashley.Martin@sumaq.org  
PO Pox 38482, Capitol Square  
**Atlanta GA 30334**  
United States

**Marcos Gorgojo**

(v) +34 917 453 480  
(f) +34 917 452 148  
Marcos.Gorgojo@sumaq.org  
Pinar 7, bajo  
**28006 Madrid**  
Spain

[www.sumaq.org](http://www.sumaq.org)