



ATHENS UNIVERSITY
of ECONOMICS & BUSINESS



Wharton
UNIVERSITY of PENNSYLVANIA

Athens University of Economics & Business and The Wharton School, University of Pennsylvania present

SUSTAINING & DEVELOPING BUSINESS IN SOUTHEAST EUROPE

25 & 26 June 2009, OTEAcademy, Athens

*Attendance is essential for all those business leaders, managers and entrepreneurs
whose business interest focuses or simply involves emerging markets.*

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IN TIME OF ECONOMIC TURMOIL,
HAZARDS DOUBLE, BUT OPPORTUNITIES
MIGHT QUADRUPLE

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Seminar's Scope

The markets of Southeastern Europe, including some of the most recent EU member states, present risks and challenges for already established players, as well as potential entrants.

It is not by accident that the EU is looking closely at these markets, to establish ways that will facilitate the solvency of these countries and their financial institutions. However, these markets also present opportunities for looking beyond the current economic crisis and prepare for new growth take-offs. Described, among many other labels, as “diverse”, “volatile”, “high gains-high risk”, “fast growing but fast recessing”, and with “lower levels of transparency and corporate governance”, these emerging markets require specific, sometimes counter-intuitive strategies, tactics and actions for navigating effectively through the many uncertainties so as


to leverage the unique opportunities they offer. In times of economic turmoil, hazards double, but opportunities might quadruple. Indeed, the current economic and financial crisis may delay cross-border investments, but understanding risks and opportunities, and laying the groundwork for future actions is appropriate now. Similarly, while actual investments may be deferred, understanding uncovered opportunities and negotiating with potential future partners should not be delayed. Conducted by widely recognized emerging markets experts from academia and practice, this highly action-oriented but still reflective seminar offers a broad exposure to the most timely and important issues required for crafting or re-crafting strategies, tactics and actions when developing and doing business in the emerging markets of the Balkans and Black Sea Region.

Who Should Attend and Why?

Irrespective of your organization's stage of maturity and area of activity in emerging markets, the seminar offers to **Business Leaders, Managers and Entrepreneurs** a one-of-a-kind blend of concepts, business insights and practical skills.

This seminar is tailored to your needs if emerging markets are on top of your agenda, and you are looking for

- **Sustaining and developing** emerging markets investments,
- **Learning** how to identify and evaluate different future scenarios and action paths,
- **Understanding and managing** risk,
- **Developing** new models of operating,
- **Developing** effective interactions with counterparts,
- **Planning, implementing and absorbing** new acquisitions,
- **Understanding** the importance of local management and centralized controls,
- **Getting inspired** by exceptional achievers and professionals who coach and develop companies operating in the region



Throughout the seminar sessions, Top School Faculty offer strong and timely concepts with academic rigor. Business insights and success stories are presented by Seasoned Business Professionals, while case studies, hands-on skills and critical contextual factors are conveyed by Experienced Consultants and Practitioners.

Special Value Dimensions of the Seminar

Academics and Practitioners together

Concepts and practice are blended through a very strong integration of academic and practitioner speakers. Throughout the three blocks of the seminar –Understanding Vulnerable Markets Today, Tactics for Managing Risk, and Market Conditions and Outlooks- top faculty provide conceptual insights, illustrated by mini cases and “war stories” from the field presented by business leaders and high level managers and consultants. Specific themes are also developed in sessions dedicated to Cross-Cultural Interactions, Risk Factors, Discontinuous Change, and Investment Evaluation.

Great Networking Opportunities

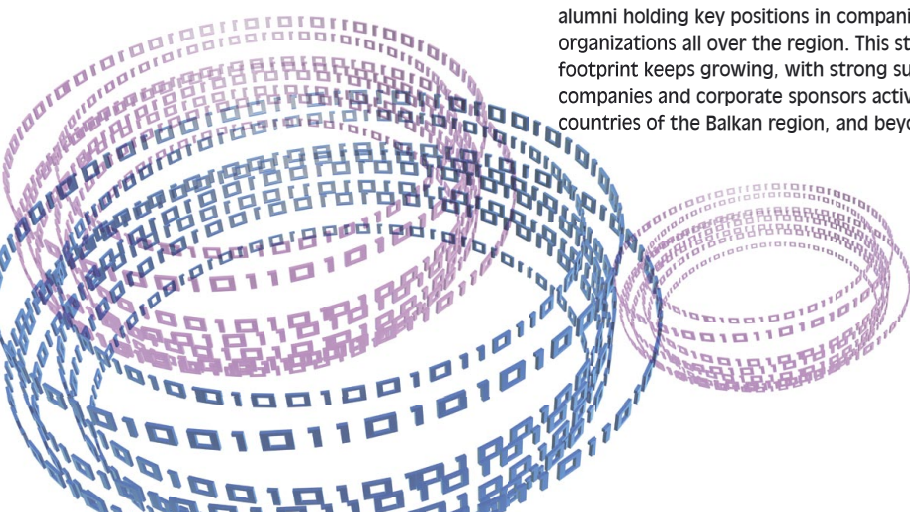
Bringing together a broad range of top level academics and practitioners, including representatives from banking and financial services, manufacturing, retailing, consulting, insurance, pharmaceuticals and telecommunications, the seminar offers great networking opportunities and unique possibilities to knit new ties with future business partners and peers.

The collaboration between the Athens University of Economics and Business and the Wharton School is a unique opportunity to integrate the specific comparative strengths of each institution.

Wharton School's longstanding excellence in Executive Education is the world-class benchmark for tailoring the most timely and informative training sessions to the needs of managers and business leaders. The commitment from Wharton faculty involved in the preparation, design and delivery of the present seminar proves the mutual interest in developing best-of-breed Executive training in and about emerging markets.

The Athens University of Economics and Business has developed, over the last decade, a strong research and training focus on the special conditions and challenges of the Southeast European region.

Moreover, faculty has participated in numerous regional research projects enabling to build a unique knowledge resource about economic dynamics, business development and managerial specificities in the region. Acting as a provider of top MBA studies in Southeast Europe, AUEB's MBA International Program counts numerous alumni holding key positions in companies and organizations all over the region. This strategic footprint keeps growing, with strong support of companies and corporate sponsors active in the countries of the Balkan region, and beyond.



agenda

SEMINAR DAY ONE, THURSDAY 25 JUNE

Block 1. Understanding Vulnerable Markets Today

09:00 Vulnerable Markets and Discontinuous Change

10:00 Professor Eric Clemons, Wharton

The discontinuous changes witnessed in the global-economy crisis change the balance of power between all market players – lenders and borrowers, state and market, new entrants and incumbents, institutions and entrepreneurs, manufacturers and service providers... Understanding the various facets and the possible consequences of these shifts is the first step to taking appropriate sustaining and development actions.

10:00 The Macroeconomics of the Crisis: Evolutions and
11:00 Impacts on Business

Dr. Paul Mylonas, Director of Strategic Planning
National Bank of Greece

The macroeconomic changes that have interfered since the credit crunch, and evolved into a global economic crisis, are in many cases first-of-their-kind. The crisis has caught us in the midst of an economic transformation driven by globalization, economic power-shift, and ecological concern. This session will provide a roadmap for navigating these rugged landscapes and understanding the impacts on business activity.

Networking Coffee Break

11:30 Establishing and Sustaining Effective

13:00 Managerial Interaction Across Cultures: Grasp
the Logic to Bridge the Gap

Professor Charalambos Vlachoutsicos, AUEB

In addition to the fragile political, institutional and business environment, foreign business people operating in the post-communist countries of South East Europe continue to face serious barriers in establishing and sustaining effective interaction with local counterparts and stakeholders. These barriers are usually due to gaps in business cultures and managerial values, habits and practices. Fundamental differences will be highlighted and a framework for minimizing their negative impact on leveraging the potential for opportunities will be provided.

Lunch Break

Block 2. Tactics for Managing Risk

14:00 Understanding Risk Factors

15:00 Mr. Alessandro Simula, Associate Principal,
McKinsey & Co Rome

Understanding and managing the trade-off between risk and reward is particularly critical when doing business in the markets of South East Europe. Risk factors include currency, operational and systemic risk. In this session an overview of risks will be provided and case studies of enlightening practices will be presented.

15:00 Hedging and Managing Risk: Financial and
16:00 Operations Perspectives

Professor Gregory Prastacos, AUEB;

Mr. Nicholas Stamboulis, CEO, Atlas, Romania;

Mr. George Gerardos, CEO, Plaisio Computers

Financial and operational risks, including supply chain risks, will be discussed with respect to their hedging and management. The perspectives of the manufacturing and the retail sectors will be contrasted, compared and integrated. This session will also analyse the operations tactics that need to be implemented in order to lower costs, reduce cash requirements and absorb shocks in product demand and capacity utilization.

Networking Coffee Break

16:30 Scenario Analysis and Prediction: Through
the Crisis and Beyond

Professor Eric Clemons, Wharton

Scenario analysis represents an innovative mechanism for understanding long term future evolution when data are unavailable and changes are discontinuous. It involves determining a set of possible futures and looking for commonalities and differences. While this is not as strong as prediction, it prepares the strategic mindset for unexpected shifts and allows for preparatory and defensive actions to be taken.



SEMINAR DAY TWO, FRIDAY 26 JUNE

Block 3. Market Conditions and Outlooks: Sustaining and Developing Business

09:30 Marketing in a Recession

10:30 Professor George Avlonitis, AUEB;

Mr. Fotis Mavroudis, Head of International Operations, INTRALOT; Mr. Alexis Sarri Georgiou, CEO, EFG Eurolife Insurance

There is no doubt that in a recession with universal dimensions as the current one, many companies find themselves unprepared to face great challenges. Such difficult times demand methodical and self-controlled reactions. After all, research has shown that those companies which regard a recession as an opportunity, will get through crisis with a minimum impact and achieve greater performance in the long run. This session will discuss the most effective marketing strategies and tactics for meeting the current challenges, from the general management, operations management and marketing management perspectives.

10:30 Evaluating and Sustaining Investments 11:30 in Emerging Markets

Dr. Omer Aras, CEO, Finansbank

What methods for evaluation are relevant in the current economic context? What options are available when recent investment decisions have to be revisited as a result of the economic crisis? In this session, tactics and actions for sustaining the return of investments, minimizing losses and best preparing for future transformed business conditions will be exposed.

Networking Coffee Break

12:00 Approaches to Acquisitions and Alliances in the 13:30 Economic Turmoil

Mr. George Momferratos, Partner Ernst & Young, Greece; Mr. Anthimos Misailidis, CFO, Elgeka; Mr. George Caravasilis, President & Managing Director, DruckFarben

Despite the consensus that investments in a downturn are those that pay off best, few companies today have the strength, let alone the courage to take advantage of the crises in this sense. This session will discuss the challenges and options that are available and present cases of acquisitions and alliances that state examples of inspiration and strategic action.

Lunch Break

14:30 Establishing and Operating Investments in 15:30 the Balkans: What Can We Retain from Past Successes?

Mr X. Voudourogrou, Visiting Professor, AUEB; Mr. Fotis Karonis, CIO, Romtelecom, Romania
Successful business in emerging markets requires that business leaders and investors thoroughly understand the play and interplay of a range of factors including history, mentality, aims and aspirations of the locals. Lessons from past successful integration of such contextual and behavioural factors in investment decisions, roll-out and management of new investments will be discussed in the light of the current economic context.

Networking Coffee Break

16:00 Crafting Strategies in Vulnerable Markets: 17:30 Lessons from Survivors

Professor Spyros Lioukas, AUEB; Mrs Ioanna Krikeli, General Manager, PrinTec; Mr Dimitris Kadis, Head of Business Development, Strategy and Planning, Farmathen
Companies that have experienced steady growth and development in the markets of Southeastern Europe, from exploitation of new technologies, business models or market niches that make them leaders in their field, are often referred to as "hidden champions". Senior managers and entrepreneurs, leaders of such champion businesses, will share their experiences and provide their outlooks throughout and beyond the crisis.

17:30 Closing of the Seminar

18:00 Professor Klas Eric Soderquist, AUEB
Conclusions, closing reflections on the learnings and key "take-aways" gained from the two seminar days.

speakers' profiles

SESSION LEADERS



Professor Eric K. Clemons

is a Professor at the Wharton School, University of Pennsylvania, where

he is the Director of the Sponsored Research Program in Information, Strategy, and Economics. His visiting appointments include Harvard University, Cornell University, Hong Kong University of Science and Technology, and the Indian School of Business. His research and lecturing specialize in the areas of IT and business strategy, IT and Consumer Behavior, and IT and markets. More specifically, he studies strategies for profiting from internet applications, the impact of technology on consumer behavior, managing the risks of strategic outsourcing, managing the risk of strategic IT implementations, and strategic implications of e-commerce for channel power and profitability.



Dr. Omer Aras

is Vice Chairman and Group CEO of Finansbank and Member of the Executive Committee

of the National Bank of Greece responsible for all international activities. In Finansbank he initially served as the Assistant General Manager in charge of Corporate and Investment Banking and Treasury. Between 1989 and 95 he was the General Manager of Finansbank and served later as an Executive Board member between 2003 and 2006. In his earlier banking career he worked in the Corporate Banking division and served on the credit committee of Citibank Turkey, as well as headed the Capital Markets of Yapi Kredi Bank (a large local commercial bank). Dr Aras also served on the board of TUSIAD (Turkish Businessman Association) for 4 years starting in 2003. Between 1981 and 84 he was as an Assistant Professor of Operations Management in the Ohio State University Business School. He holds a BA in economics from Istanbul Academy of Commerce and an MBA and a PhD from Syracuse University School of Management, USA.



Professor George J. Avlonitis

is a Professor of Marketing at AUEB, and Director of the Marketing Laboratory

and the Executive Graduate Program "Marketing and Communication with New Technologies" of the University. His primary professional activities are in the areas of Product Policy, Sales Management, Industrial Marketing, Technological Innovation and Strategic Marketing. He has been elected President of the European Marketing Academy (EMAC) for the biennium 2008-2010. He has served as President of the BoD of E.C.R. Hellas (1995-1998), and Vice-President of the EMAC. He is an elected Fellow of the Chartered Institute of Marketing and one of the founders of the Greek Marketing Academy, of which he is also an elected President. He has published more than 100 articles in leading international journals and conference proceedings and serves on 11 editorial boards including Journal of Business Research and Industrial Marketing Management. He has conducted a large number of research projects and has served as consultant for more than 80 Greek Companies and Organisations.



**Professor
Spyros Lioukas**

is Professor of Strategy at AUEB. His teaching, research and

consulting interests evolve around the areas of business strategy, strategic change, governance international business and entrepreneurship. A graduate in engineering from the National Technical University of Athens he received his Ph D. from the London Business School, where he also held a position as Lecturer. He has published extensively in leading academic journals. Professor Lioukas has been the Ambassador of Greece to the OECD (1996-2001) and has served as member of several public committees and been the national representative in the European Commission in technology and innovation issues. He is a member of the Board of Directors in several private companies and is also engaged in new business ventures in the energy sector.



**Mr. George
Momferratos**

is Partner, Transactions Advisory Services for Central & Southeast

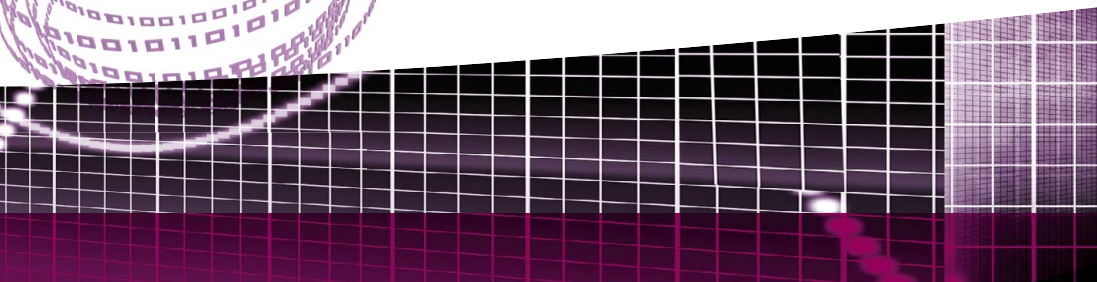
Europe at Ernst & Young, Athens. He graduated from the London School of Economics with a Master Degree in Economics in 1983. After completing his military service (1983-1985) he worked in New York for 6 years with Mobil Oil and subsequently with Royal Cruise Lines. In 1991 he returned to Greece and entered the banking sector initially with Egnatia Bank and later with Ernst & Young Finance emphasizing on Investment Banking services. In 1996 he became General Manager of Fact Hellas, a newly established factoring company. In 1998 he joined ETEBA, the National Bank of Greece Investment Banking arm as a senior advisor and undertook several M&A assignments and established a network for the bank in Balkan countries. In 2002 he joined again Ernst & Young Finance as partner, and is heading the Transaction Advisory Services (Valuation, M&A, Project Finance, Restructuring, Transaction Support) for Central and Southeast Europe.



Dr. Paul Mylonas

is currently Chief Economist of the Group, General Manager Strategy and Research,

and Head of Investor Relations at the National Bank of Greece. He is Secretary of the Executive Committee and a member of the ALCO Committee of the Bank. From 1995 – 2000, he held the position of senior economist in the Economics Department of the OECD where he worked in the Money and Finance Division, and was head of the Greek and Spanish desks. He also served as the OECD representative on the G-10 Secretariat during 1999-2000. Prior to that, he worked at the International Monetary Fund (1987-1995). There, as a senior economist, he was the desk officer for Poland in the European Department. He also worked in the Fund's Policy Development and Review Department. From 1985-1987, he was visiting Assistant Professor at the Department of Economics in Boston University. He holds a PhD and MA in Economics (Princeton University) and B.Sc. in Applied Mathematics – Economics (Brown University).



speakers' profiles

SESSION LEADERS



Professor Gregory P. Prastacos,

is Rector of AUEB, Professor of Management Science, and Director

of the MBA International Program of the University. He has been educated at Columbia University (USA), where he received his B.Sc. and M.Sc. in Computer Science, and his Ph.D. in Operations Research. He has previously been on the faculty of the Wharton School, and has held visiting appointments at Columbia University, University of Paris, University of Bern and others. His professional interests are in the areas of Management Science, Information Technology, and their use for Business Transformation in the Information Society. He has published 7 books and more than 80 papers in academic journals and edited volumes. He has been awarded the 1st Management Science Achievement Award (Edelman Prize) by INFORMS, and the 1st prize of the Hellenic OR Society, as well as other distinctions. He is an elected Fellow of the Washington Academy of Sciences, a frequent speaker to conferences, and an advisor to government organizations and private industry.



Mr Alessandro Simula is an

Associate Principal in McKinsey, the Rome office. He serves Banking

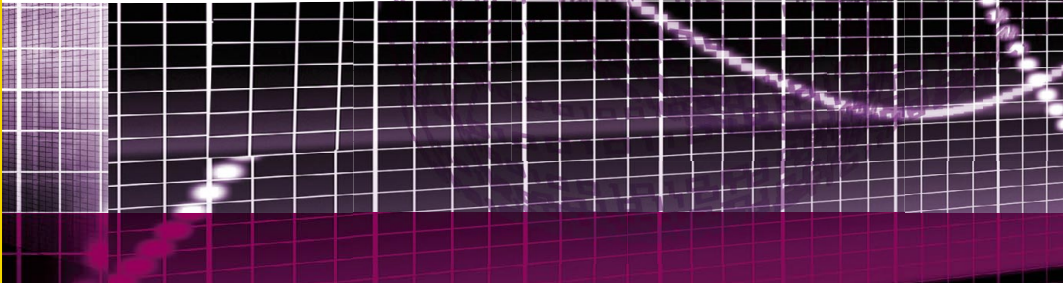
Clients, in particular on studies in the areas of Risk Management and Wholesale Banking. He has a broad consulting experience from projects including Introduction of a new monitoring strategy for sub-performing loans and processes for delinquency prevention, Shaping of a new compliance business unit, Development of a new credit underwriting process, and Crash program on credit recovery and definition of a permanent process for credit workout for clients in Turkey, Greece, Portugal and Italy. Mr. Simula holds an MBA from INSEAD (France, 2001) and is a graduate of Università di Pisa, General Economics (1996).



Professor Klas Eric Soderquist is an

Associate Professor of Innovation and Knowledge Management at the

Athens University of Economics and Business. He was previously a faculty member of the Grenoble Ecole de Management, France. He holds a Doctorate of Business Administration from Brunel University, and a Master of Science in Industrial Engineering from the Royal Institute of Technology, Stockholm. His areas of expertise are Innovation and R&D Management, Knowledge Management and Organizational Change and Development. He has acted as a consultant to the manufacturing and service industries, and to the European Union and UNIDO on issues related to innovation management, innovation policy and international technology transfer.





**Professor
Charalambos
Vlachoutsicos**

is a Special Advisor
at the Hellenic
Foundation for

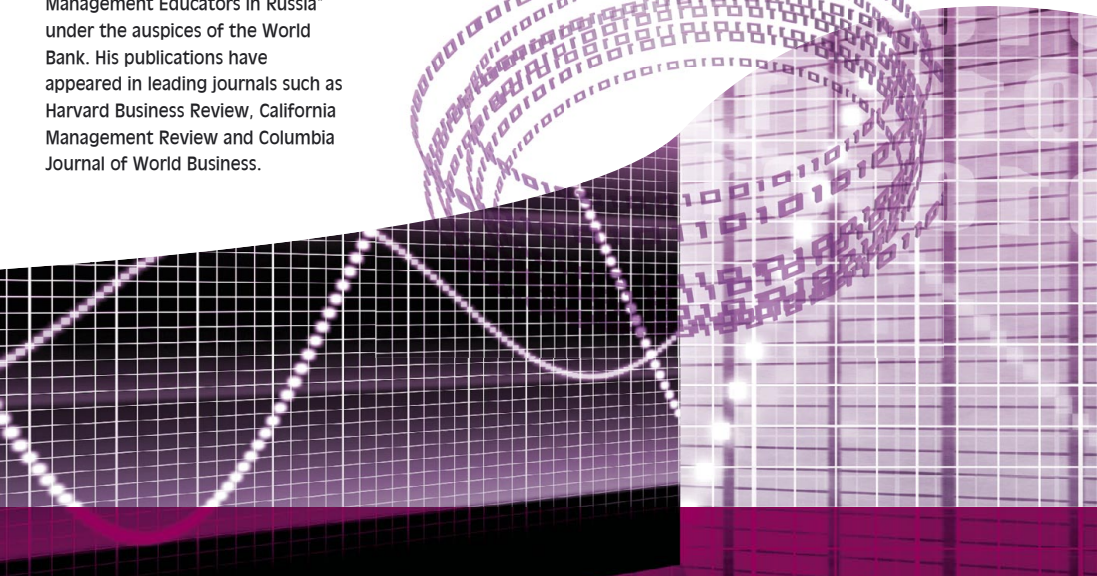
European and Foreign Policy, a Senior Fellow at the International Center for Black Sea Studies, a Visiting Professor at AUEB and a Senior Associated Research Fellow at the Stockholm School of Economics in St. Petersburg. He has been conducting business and research in countries of the Balkan and Black Sea Region since 1956. As Senior Research Fellow at the Harvard Business School and as Fellow at the Russian Research Center of Harvard University, he has co-directed the first HBS research on Russian managerial principles and practices. In 1996 he led the pilot workshop: "Grasping the Logic to Bridge the Gap-Increasing the Professional Effectiveness of Western Consultants and Management Educators in Russia" under the auspices of the World Bank. His publications have appeared in leading journals such as Harvard Business Review, California Management Review and Columbia Journal of World Business.



**Mr. Xenofon
Voudouroglou**

is currently a
Business Consultant
operating in the
Balkans and the

Black Sea region. He is focusing on diagnosis and restructuring of companies in the region and has recently been involved in major M&As in the financial sector in Russia and Ukraine in cooperation with Finpoint Investment Advisors. He has previously been involved with Private Equity and Venture Capital in the region and was the creator of Saint George Mills Commercial, a joint venture between Saint George Mills and Commercial Capital, investing in the process industry in the Balkans. He is lecturing Business Development in the Balkans and Black Sea Region at AUEB.



speakers' profiles

CASES PRESENTED BY



Mr. George Karavasiliis

is President, Managing Director and owner of DruckFarben Hellas

SA. Listed in the Athens Stock Exchange since 1998, the company is active in the flexible packaging ink market, trading of offset inks, graphic art materials and machinery, and in the paint sector. DruckFarben has expanded both organically and through acquisitions, especially in South East Europe through its subsidiaries in Romania, Bulgaria and Serbia. DruckFarben is also exporting to Germany, Italy, Egypt, F.Y.R.O.M., Turkey, Cyprus, Albania and more. A graduate of New York University in Chemistry Science, Mr. Karavasilis is an Advisor and Member of the Association of Greek Industries and a Member of the Board of Directors of the Chemical Industries Association.



Mr. George Gerardos

is the Founder, Chairman and CEO of Plaisio Computers. A graduate of the

National Technical University of Athens, where he studied Civil Engineering, his entrepreneurial activity started in 1969 when he established the first Plaisio store at Staournari Street in Athens. Today, after 40 years of continuing development and pioneering ideas, Plaisio Computers S.A. has evolved into one of the 500 most growing companies in Europe for the last 9 years.



Mr. Anthimos Misailidis

is CFO of ELGEKA, where he has previously held the positions of Financial Planning

Manager and Deputy CFO of the subsidiary company ELGEKA Ferfelis Romania S.A. in Romania. Before joining ELGEKA in 2001 he worked for ACCENTURE in Philadelphia, USA taking part in projects with large global corporations including Volkswagen Group and DuPont. He holds a Bachelor Degree from the University of Macedonia and an MBA in Finance from the University of Delaware.



Mr. Fotis Karonis

is CIO of Romtelecom, of the OTE group since June 2007. As part of the management board

team, he participated in achieving the transformation of Romtelecom into a market driven, and successful customer centric service oriented company. Previously and for 10 years he was working for Athens International Airport, as Director of Information Technology and Telecommunications. From this position, he was responsible for the construction and operation of all the facilities and services of the entire Athens International Airport and its city, the largest integrated digital business community of Greece. Previous to this position he was working with Cap Gemini, France, Cegelec/Alcatel, France and 'Heracles' General Cement in Athens.





Mr. Fotis Mavroudis

is Member of the Board of Directors of INTRALOT and General Director of International

Operations. From 1992 to 1995 he worked as Deputy General Director in INTRALOT. He then became General Director (External Network and Distribution) in NEOSET followed by a position as Private Sector Director in KANTOR Consultants. From January 1999 he is the General Director of INSTANT LOTTERY S.A. and from December 2003 a Member of the B.O.D. and General Director International Operations of INTRALOT. Mr. Mavroudis graduated from the National Technical University of Athens and holds an MBA from the University of Clayton, USA.



Mr. Alexander Sarrigeorgiou

holds an MBA in Finance from the Wharton School of the University of

Pennsylvania and an MSc and a BSc in Civil Engineering from Columbia University (USA). Since 2004 he is the CEO of the EFG Eurolife group of insurance companies. From 1999 to 2004 he was the CEO of the Allianz (Greece) group of companies. From 1997 to 1999 he was the CFO of the Allianz-Helvetia-AGF (Greece) group, and from 1992 he was the General Manager of the Greek Allianz Mutual Funds Mgmt company. For several years he held high executive positions in the Allianz and RAS groups in the USA. He is a member of the Board of Directors (BoD) of S&B Industrial Minerals SA, the Association of Insurance companies of Greece, and of the Greek Institute for Insurance Education. He has also served as a member of the BoD of the Securities and Exchange Commission of Greece.



Mr. Nicholas Stamboulis

is a co-founder of Atlas Corporation srl in Romania. The Company

was established in 1994 and manufactures and distributes building materials such as paints, fillers, thermo and hydro-insulation. In addition Atlas Corporation, which was also one of the first large Logistics and Warehousing operators, is the official distributor of Fujifilm, Sharp Electronics and Sandisk for Romania. Before that, Mr. Stamboulis acquired twelve years of international banking and market experience as Vice President at Citibank where he worked in the Middle East and London UK. He later became the Managing Director of National Management Organization, a subsidiary of National Bank of Greece that managed the credit card and consumer loan business. He holds an MBA from Bryant University of Rhode Island, USA. He is currently a Board Member of Banca Romaneasca S.A., and Romtelecom S.A.





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Participation Fees

☐ Delegate fee: € 350

* If AUEB or Wharton alumni please provide details below:

☐ AUEB & Wharton Alumni: € 250*

Bachelor degree: Department Year of graduation.....

Postgraduate degree: Program..... Year of graduation.....

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Cancellation Policy

- Should you be unable to attend, you must notify us in writing by 18/06/09, otherwise you will be charged 50% of the total cost.
- In case you will not notify us with your cancellation by 23/06/09, you will be charged with the full amount.

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