TECHLEB|06

1ST INTERNATIONAL CONFERENCE ON TECHNOLOGY DEVELOPMENT IN LEBANON

MAY 20-21 @ MIT

Press Briefing
Grand Serail, Beirut

June 2, 2006

Your Excellencies,
Distinguished Guests,
Ladies and Gentlemen,

The TECH**LEB**|06 Planning Committee is delighted to hear that the Lebanese Government will endorse further the TECH**LEB** initiative and adopt the recommendations set forth by the conference organizers and participants. We very much welcome your public announcement of transforming the Government's compliance with and support of TECH**LEB**|06's outcomes into a national commitment.

The 1st International Conference on Technology Development in Lebanon, TECH**LEB**|06, took place at the Massachusetts Institute of Technology (MIT) over the weekend of May 20 – 21, 2006. Organized by the Lebanese Club at MIT in collaboration with other advisory partners (see Appendix II), TECH**LEB**|06 has started to define the roadmap of development strategies and initiatives essential to making Lebanon a vibrant and sustainable technology hub in the Middle East & North Africa (MENA) region.

Serving as the impetus for an adaptive, evolving, and sustained effort, TECH**LEB**|06 has brought together the stakeholders of Lebanon's technology sector in one place for the first time. The TECH**LEB** initiative aims to expedite Lebanon's transition to a knowledge-based economy through helping remove impediments to innovation in Lebanon, build the export capability of its technology sector, and create an environment conducive for Lebanon's national expertise to thrive and for its ever-expanding Diaspora to effectively contribute.

In the presence of **52** business leaders, decision makers, and economic development experts from the international community constituting the conference's speaker roster (see Appendix III), the conference has convened over **300** key players from the Lebanese private sector, government, diaspora, academia, and media communities to connect the building blocks of Lebanon's technology sector. Attendees hailed from **14** countries and **20** states, representing **168** unique companies and organizations (see Appendix I). This close to quarter million dollar conference was financially supported by a diverse mix of **36** unique Lebanese and international sponsors, hosted an exhibit of **20** promising organizations and programs orbiting in the space of technology development in Lebanon, and featured countless launches of new programs or organizations, announcements of personal initiatives, business exchanges between attendees, and recruitments of Lebanese talent in demand. The conference concluded with **12** concurrent roundtable discussions that set the groundwork for a number of working groups to carry forth TECH**LEB**'s mission (see Appendix III).

The all-inclusive conference program featured an in-depth survey of the current state of affairs (challenges, efforts, and initiatives), innovative strategies to empowering entrepreneurs in an emerging venture capital culture, barriers to investment in Lebanon, namely corporate governance, legal infrastructure, and intellectual property protection, as well as academia and its role in the knowledge-based economy. The first day ended with concurrent breakout sessions on the status quo of and potential for Lebanon in 3 technology sectors of interest: biotechnology, semiconductors, and software & ICT. On day two of TECH**LEB**|06, attendees learned first-hand from international experts about the technology-driven economic development models adopted in other countries such as Ireland, India, and Eastern Europe. Success stories of high-tech ventures in Lebanon and abroad, along with new initiatives to leverage the Diaspora and connect the Lebanese human capital, were also showcased.

All in all, the conference served as an ideal venue for brainstorming, discussing, and building consensus on the pressing requirements for developing Lebanon's technology sector and for transitioning Lebanon towards a knowledge-based economy. We would like to share with you the following in today's press briefing:

1) a preliminary summary mapping of those recommendations as broken down among the stakeholder partners (Government, Private Sector, Diaspora, Academia, Media, NGOs/Non-Profits, International Aid Organizations, and Regional Context) and as they relate to the core pillars of Lebanon's technology sector (Enabling Infrastructure, Regulatory Framework, Human Capital, Financial Resources, Market Access, and Value Proposition), while brushing on key action item areas required from the Lebanese Government,

2) a proposed subset of the working groups, task forces, and vehicles of implementation that will execute on the final roadmap to be released, coordinated, and supervised by the TECH**LEB**|06 Planning Committee

General recommendations for the Lebanese Government to secure an enabling infrastructure for technology development in Lebanon:
- Assume the role of an industry facilitator and promoter while staying in the back seat during the ride
- Remove the impediments and bottlenecks to innovation in Lebanon so as to unleash the latent potential of the country's private sector
- View telecommunications (voice and data) not as a revenue generator but as a prerequisite driver to any knowledge-based economy where communication and information constitute the backbone and lifeblood of the system
- Develop infrastructure-ready ecosystems (technology zones or parks) to attract multinationals, foster startups, and nurture indigenous talents, while the nationwide ecosystem, Lebanon, becomes ready
- Improve the even more basic infrastructure utilities like electricity, public transportation, and express delivery which are taken for granted in competitor countries

Recommended high-priority action items in this regard:
- Launch the Telecom Regulatory Authority, appoints it members, deregulate-privatize the Ministry of Post & Telecommunications, and create Liban Telecom
- Re-privatize both GSM networks and privatize Fixed Line OGERO
- Further reduce OGERO rates – even though recent reductions are a step in the right direction – and consider changing telephone tariffs to flat recurring fee
- Make available modern, high bandwidth, wide coverage, low cost Internet connectivity; consider looking beyond DSL, an old battle that should be leapfrogged across
- Allocate and manage frequency spectrum to enable deployment of wireless technologies like WiMax
- Establish a regional network hub or network access point to global Internet Super Backbone
- Endorse and advance – even if after slight reevaluation – implementation of OMSAR's National e-Strategy, e-Government Strategy, e-Commerce, and e-Tourism
- Revive the BETZ initiative, even if initial location, concept, and/or ownership structure need to be reconsidered

- Establish a new government entity as an official ICT executive focal point for national and international affairs with sufficient mandate

General recommendations for the Lebanese Government to provide a suitable regulatory framework for technology development in Lebanon:
- Build trust in financial statements, contracts enforceability, and judiciary, while encouraging startups by protecting Intellectual Property (IP), creating patent office and prosecuting antitrust behavior
- Develop corporate services such as business registration and one stop shop for licensing, a (T)-IDAL model
- Simplify the corporate administrative system for company creations and liquidations, employment flexibility in hiring, firing and immigration
- Create, enhance, and protect minority shareholder rights
- Pass the e-legislation and continue efforts to improve Intellectual Property Rights (IPR) enforcement and train judges in application and enforcement of IPR laws

Recommended high-priority action items in this regard:
- Enforce the Intellectual Property Rights (IPR) and online banking laws passed in 1999
- Pass and enforce the e-related legislation currently under review by the IT parliamentary committee (new draft laws + amendments to existing Lebanese laws in areas of electronic communications, data privacy, electronic signature and contracts, e-commerce and secure e-payments, cyber-crime, consumer protection, intellectual property rights, and Internet domain names)
- Support small startups by providing 3-year holiday on social charges for employment contracts in startups – a Small Business Act type of obligation
- Empower further the Cybercrime and IP Protection Unit created by the Judiciary Police; sustained crackdowns are essential for a cultural change and no reversion to old ways
- Adopt amendments as necessary to existing IPR laws to bring into full compliance with TRIPS requirements and implement WIPO Internet Treaties
- Regulate Beirut Stock Exchange listing requirements, monitor compliance, and prosecute fraud, and create short term liquidity by partnering with regional exchanges

Other action items recommended to Government to help develop remaining pillars: human capital, financial resources, and market access:
Human Capital – *Action Items*
- Reform national education at all levels to allow for effective technology teaching and use of technology in teaching other subjects, while concentrating on teachers and changing their mindsets before/as much as students
- Launch subsidized national programs to increase Internet/ PC penetration rates and informal ICT education/training
Financial Resources – *Action Items*
- Constantly revisit and enhance IDAL investment law and incentives package to keep Lebanon a technology investment magnet
- Modernize national tax system and import tariffs; create bilateral country tax agreements on technology-related exports/imports (withholding tax)
- Support creation of venture capital funds and encourage involvement of the banking sector (hence complimenting the Kafalat and ELCIM initiatives)
- Encourage floating of technology stocks with incentives for companies to list on BSE

- Allow for tax exemptions on revenues invested in the creation of startups
- Eliminate unwarranted taxation on technology products (beyond computer software/hardware)
- Gear customs and taxation laws for further technology R&D coverage and ensure that customs inspectors are familiar with specialized goods for the technology industry
- Help negotiate with donors/aid agencies a 'TECHLEB fund' used to sustain this effort and further expand it with contributions from national and international private sector organizations

Market Access – *Action Items*
- Advance trade liberalization agenda (WTO and EU accession)
- Adopt a paradigm shift in how and what about Lebanon is marketed; make technology, value proposition, and new niches part of regular rhetoric with international diplomats in Lebanon, with Government officials abroad, and in international media interviews given by Lebanese officials
- Open international representation offices (embassies, consulates, and missions) to play role in widening market access to the respective host countries and placing Lebanon on the radar screen of key customers
- Promote success stories, reward their leaders, and visit them when outside, cast an atmosphere of support to the diaspora

Key recommendations for the Private Sector to support technology development in Lebanon:
- Develop a prioritized or privileged sector strategy with focus on select industry areas initially; work towards creating a few high impact initiatives to establish a track record and let the market filter winners from losers; enable more winners (spiral model)
- Establish a Lebanese global branding for the technology sector exports and promote this in international forums, as it is critical to create a distinctive value proposition to the world
- Incentivize managers by turning them into shareholders; sweat equity is a critical success factor for startups
- Classify and qualify technology companies as per their particular offerings in line with international standards
- Realize local industry sponsored research projects in national universities to help bridge the R&D gap
- Identify and build export businesses which demand local supply, thus increasing the domestic market
- Do not perceive nor market 'low labor cost' as value proposition to global markets; cannot compete with India or China on cost; focus on leveraging other competitive advantages

Key recommendations for the Academic Community to support technology development in Lebanon:
- Integrate further with the private sector and emplace incentive and reward mechanisms to encourage and drive R&D, commercialization, and innovation
- Encourage and foster interdisciplinary programs that can address industrial sectors rather than academic disciplines
- Connect theory with practice and transform talent to expertise through creating interfaces with the industry through encouraging more technology transfer forums, internships, student exchanges, and professors of practice
- Launch affiliate incubators similar to the USJ-Berytech model to help generate and grow companies leveraging new IP. For example, the companies spun out

from MIT alone would constitute a nation with the twenty-fourth largest GDP in the world.

- Adopt a market-driven approach to educational content rather than a supply-lead one of teaching what is available/known
- Decrease teaching requirements from faculty while encouraging and rewarding state-of-the-art research
- Foster interdisciplinary learning and research through cross university planning, planning across universities, and the creation of extra-departmental centers, institutes, initiatives, and communities
- Attract industry partners to fund specific courses, research segments, or laboratories
- Integrate long-term (1 yr +) internship programs in curriculum for target industries in target countries to develop the expertise and exposure of the Lebanese human capital

And no set of recommendations is complete without reiterating the age-old requirements for political stability, decoupling the economic process from the political process, and combating the deep-rooted corruption in the public sector. Those impediments to economic prosperity have ranked highest in our December 2005 survey[1] in analyzing the public perception of this sector as we built our knowledge-base for TECH**LEB**|06.

To capitalize on the unprecedented momentum generated by TECH**LEB**|06 and to carry forth the original mission purported by its Planning Committee, a number of working groups, task forces, and implementation vehicles are currently being formed and set into motion. The TECHLEB Player-Pillar Matrix in Appendix IV conveys a mapping of the various efforts underway and how/where the new TECHLEB spin-offs will add most value by filling the gaps and minimizing overlap among the concurrent efforts in this space. Of those vehicles, I'd like to mention today the OpenMarket Working Group. Consisting of 12 topflight, committed, US-based executives, this Working Group will help Lebanese entrepreneurs access the global market by introducing them to strategic US customers. As of today, we are proud to announce that the OpenMarket Working Group consists of Mr. Fadi Chehade, Vice President at IBM, Mr. Salah Dandan, Director of IP Ventures at Microsoft, Mr. Edgar Masri, COO of RedLine Communications, and Mr. Simon Khalaf, CEO of Vernier Networks. Aspiring entrepreneurs should get in touch as soon as possible!

Now that the conference has ended and the dust has settled, the Planning Committee's work has just started again. TECH**LEB**|06 has been designed to be disseminated with the widest reach and range possible. Starting soon, all conference footage will be available to the public for streaming off the Internet (or ordering of course) in audio, video, text transcripts, and presentation files. We will maintain and build further the knowledge-base generated in starting this initiative and begin right on with drafting the blueprint for TECH**LEB**|07. Meanwhile, we will coordinate the efforts of the various conference spin-offs and affiliate organizations and continue evolving the TECH**LEB** roadmap for creating a technology hub in Lebanon.

On behalf of the TECH**LEB**|06 Planning Committee, which would have very much liked to join us here today, I thank you again for your enthusiasm about the conference and for this unique and timely opportunity to share its proceedings with the Lebanese public. Once again, we welcome and value your support and look forward to a true partnership

---

[1] http://www.techlebconference.com/survey/results.html

for a constantly evolving Lebanon, one that will soon start not only to consume knowledge, but also to produce and leverage it for a prosperous future.

Thank you,

Loai Naamani

Conference Chair
President of the Lebanese Club at MIT

Appendix I

AAE, Inc.
ABC Group
Access International Partners
ACT Holdings
ADI
AIM-IT - Lebanon
AlAkhbar Newspaper, Canada
Algomod Technologies
Alhurra TV
Alliance Law Group LLC
American Lebanese Engineering Society
American University of Beirut
Analog Devices
Anzima CS
Arab American Family Support Center
Arastra Inc
Arizona State University
Ashkar Consulting
Aspect Medical Systems
Assafir Newspaper
Association for Lebanese Industrialists (ALI)
Association of Lebanese Software Industry (ALSI)
Astrolabe I.T.
ATI Technologies
Bader
BBN Technologies
Beceem Communications Inc.
Bentley College
Berytech
Bioexpert International
BlueTrim, Inc
Booz Allen Hamilton
Boston University
Cambridge Energy Solutions
Chammas & Sons
Chartered Institue of Arbitrators
Cisco
Compuserve
Connexus Consulting
Cornell University
CryoCath Technologies Inc.
Cyberia
Deloitte
Deutsche Bank
Diapaper
Dubai Silicon Oasis
Dublin Institute of Technology
EBLF Bank
EJB Research Associates
element SAL
Eli Lilly
Emerson College
e-Modelers, Inc.
Endeavor Global
enfoTrust Networks
Equity Partners
ESCWA
Executive Magazine
Fidus Systems
FLAG Telecom
Fletcher School of Government, Tufts University
Ford-MIT Industrial Alliance
Future TV
Geekcorps
Genesis Microchip
Genzyme
Google
Hariri Foundation

Harvard Business School
Harvard Medical School
Harvard University
HSBC Bank
IBM
icon
IESC
iITC, Royal Institute of Technology, Sweden
Industrial Development Agency (IDA), Ireland
INLET
Interwest
Investcom
IPG Photonics
KAFALAT
Kennedy School of Government, Harvard
Kommsult
LALUX
Lebanese American University
Lebanese Campus Link
Lebanon Opportunities
LibanCo Source
Lincoln Group
LiveData Inc.
Matrix Partners
May Flower Communications
McGill University
MDS UAE Holdings
Medix Technologies Inc.
Melcion, Chassagne & Cie
Microsoft
Millennium
Minister of Culture, Lebanon
Ministry of Finance, Lebanon
MIT
MIT CSAIL
MIT Enterprise Forum - PAR (Lebanon)
MIT Entrepreneurship Center
MIT Lincoln Lab
MIT School of Humanities, Arts, & Social Sciences
MIT Sloan School
MobiLaps, LLC
Mobius Logic
Mok3, Inc.
Monash Information Services
Morgan Stanley
Morgan Stanley Venture Partners
MTC Touch
National Semiconductor
New York Medical College
Nexius
Nokia
Northeastern University
Nysus Moves Management
Ohio University
Orphelis
PageBites.com
Pci Corporation
Pennsylvania State University
Professional Computer Association (PCA)
Profile News
Prontis, Inc.
PXIT Inc
Quantum Corporation
QuantumID Technologies
Queen's University
QuisLex, Inc.
R&H Industries
Rand Corporation

Rho Capital
S E A Consultants
S2 Associates International
SAEM Sophia Antipolis
SBC Global
Soft Flow
Soft Solutions
Solicar
Sonus Networks
Spellucci Informatica
TagLogic
Tallan, Inc.
Technology World
The Mathworks
TidWiT Inc.
TiE, Boston
Trinity University
UBS Investment Bank
UNDP
University of Balamand
University of Houston
University of Maryland
University of North Carolina
USAID
Verizon
Vernier Networks
Verve Wireless
Wellesley College
Weston & Sampson
WilmerHale Venture Group
World Lebanese Cultural Union

Appendix II

Sponsors
(Gold Sponsors in **bold**)

ABC Group
ACT Holdings
American Lebanese Engineering Society
American University of Beirut
Bank Audi
Bank Byblos
Banque Libano-Francaise
Berytech
Booz Allen Hamilton
Cambridge Energy Solutions
Cisco Systems
CSAIL, MIT
Cyberia
Diapaper
Dubai Silicon Oasis
Fransabank
Genesis Microchip
Hariri Foundation
Inconet Data Management
Investcom
Kafalat
Kommsult
Lebanese American University
MathWorks
MDS UAE Holdings
Microsoft
Millennium
Mobius Logic
MTC Touch
NavLink
SHASS, MIT
Sloan School, MIT
Solicar
TagLogic
United Nations Development Program
University of Balamand
World Lebanese Cultural Union

Advisory Partners

American Lebanese Engineering Society
International Network of Lebanese
Entrepreneurs & Technologists (INLET)
MIT Entrepreneurship Center
Lebanese Club at MIT

Poster Hosts

AFPI (Association for French Lebanese IT Professionals)
AIM-IT (Access to International Markets through IT)
ALES (American Lebanese Engineering Society)
ALI (Association of Lebanese Industrialists)
ALSI (Association of Lebanese Software Industrialists)
Bader Initiative (Young Entrepreneurs Program)
Berytech (Technological Pole in Lebanon)
Development Marketplace – Lebanon (World Bank)
Endeavor (Hi-Impact Entrepreneurs. Hi-Impact Change)
INLET (International Network of Lebanese Entrepreneurs & Technologists)
iVolunteer4Lebanon (resource matching platform)
LALUX (Lebanese Association for Linux Users)
MIT Enterprise Forum; MIT $50K Business Plan
National E-Strategy (OMSAR and UNDP-Lebanon)
PCA (Professional Computer Association)
SEAL (Social & Economic Action for Lebanon)
SMEs Support Program (MOET/MEDA)
SIDA (Swedish Investment Development Agency; AUB)
TOKTEN (Transfer of Knowledge Through Expatriate Networks)
WIT (Women in Technology - Lebanon)

Planning Committee

Amal Rahmeh, PhD, New York Medical College
Dania Rabah, PhD, Harvard Medical School
Daniele Diab, BS Candidate, MIT
David Abichaker, Director, Instrumentation Laboratory, Co.
Dilek Barlow, MA, Harvard University
Fadi Daou, CTO, PXIT, Inc
Fadi Kanaan, PhD Candidate, MIT - Conference Treasurer
Farid Abi-Zeid, The Mathworks
Ghassan Fayad, PhD Candidate, MIT
Ghassan Souki, MBA, Boston University
Ghinwa Choueiter, PhD Candidate, MIT
Jad Mezher, H.W.Lochner, Inc
Loai Naamani, PhD Candidate, MIT - Conference Chair
Marc Haddad, PhD Candidate, MIT
Mesrob Ohannessian, PhD Candidate, MIT
Nader Shaar, MS Candidate, MIT
Rabih Zbib, PhD Candidate, MIT
Seza Metrebian, PCi Corporation

Differentiators

- ✓ **Inclusive**: involves all players, all building blocks, in one place, for the first time
- ✓ **Critical**: takes Government, "disabling enabler" to date, outside its comfort zone while securing its commitment to TECHLEB|06 from outset
- ✓ **Holistic**: leads keynote-less roundtable of peer stakeholders on 2-day ride of
- ✓ understanding->assimilating->analyzing->learning->connecting->agreeing->acting
- ✓ **Synergetic**: organized *by* and *in* the Diaspora, but *with* and *for* Lebanon
- ✓ **Solution-driven**: mission is *not* to "study/research/...", but to "define..." – Real value in tangible outcomes spun off conference to carry torch forward
- ✓ **Forward-thinking**: Looks *beyond* software and ICT; positions high-technology as the fruit of a knowledge-based economy in Lebanon

Success Metrics

TECH**LEB**|06 envisioned two non-exclusive pools of participants:

> **Pool I**) Those interested in learning about and potentially contributing towards technology development in Lebanon, yet lack the necessary background and implementation vehicles to do so, and

> **Pool II**) Those aware of the status quo, challenges facing technology development, and ongoing initiatives in this domain, and are willing to or already involved in efforts echoing the conference's mission

Accordingly, the success of TECH**LEB**|06 was proportional to:

. The number of participants it moves from Pool I to Pool II, and

. The extent to which it can capitalize on and help put into motion the ideas, energies, and aspirations of Pool II participants

Program

```
[session moderators in brackets] | * for absent speakers
Day I - Saturday, May 20, 2006

07:30-08:30    Breakfast & Registration

08:30-08:45    Opening Remarks
                Loai Naamani, Conference Chair
               Welcoming Address
                Fouad Siniora, Prime Minister of the Republic of Lebanon [via video]

8:45-10:15     Current State of Affairs:
               Challenges, Efforts, & Initiatives
                *Fady Abboud, President of Association of Lebanese Industrialists (ALI)
                *Jihad Azour, Minister of Finance, Lebanon
                *Jalal Fawaz, President of PCA and ACT Holdings
                *Marwan Hamade, Minister of Telecommunications, Lebanon
                [Raymond Khoury, Director, Office of Minister of State for Admin Reform]
                Salim Balaa, UNDP Project Director, Advisor to Minister, M O Finance
                Bassam Jaber, Managing Director, Cyberia

10:25-11:45    Empowering Entrepreneurs in an Emerging VC Culture
                Khater Abi Habib, Chairman of Kafalat & President of Casino du Liban
                Maroun Chammas, CEO, Berytech
                [Edgar Masri, COO of Redline Communications, Advisor to Matrix Partners]
                Kenneth Morse, Senior Lecturer & Managing Director, MIT E-Center
                Linda Rottenberg, CEO and co-founder, Endeavor Global

11:55-01:15    Barriers to Investment:
               Corporate Governance, Legal Infrastructure, & IP Protection
                Ghassan Bejjani, Managing Partner, Morgan Stanley Venture Partners
                Craig Blakeley, Attorney and Consultant, Alliance Law Group LLC
                John Chory, Chair, Hale and Dorr Venture Group
                Salah Dandan, Director, Microsoft IP Ventures Program
                [Habib Kairouz, Managing Partner, Rho Ventures]

01:15-02:30    Interactive Poster Session & Standup Luncheon
```

```
02:30-03:50     Academia and its Role in the Knowledge-Based Economy
                 Declan Glynn, Director, Research & Enterprise, Dublin Inst. of Technology
                 Louis Lataif, Dean of School of Management, Boston University
                 Fawwaz Habbal, Associate Dean for Research & Planning, Harvard University
                 George Najjar, Dean of Olayan School of Business, AUB
                 [Joseph Saleh, Executive Director, MIT-Ford Industrial Alliance]
                 Abdallah Sfeir, Vice-President for Academic Affairs, LAU

04:10-05:30     High-Tech Vertical Industries: Today vs. Tomorrow
                 a Biotechnology
                   Nassib Chamoun, CEO, President and Director, Aspect Medical Systems
                   Nadim Cortas, Dean of Medical School, American University of Beirut
                   Marwan El-Sabban, Professor at the Faculty of Medicine, AUB
                   [Georges Gemayel, Executive Vice President for Therapeutics, Genzyme]
                   Wassim Mourtada, Founder & Managing Partner, Crystal Point Venture


                 b Semiconductors
                   [Walid Ahmad, Assoc. Professor, Faculty of Eng. & Architecture, AUB]
                   Mike Haidar, General Manager at Analog Devices
                   Louay Jalloul, Senior Director of Technology, Beceem Communications
                   Jihad Kiwan, Executive Director, Dubai Silicon Oasis
                   Fares Mubarak, Senior Vice-President, Actel Corporation

                 c Software & ICT
                   Khalil Abdel Massih, Business Dev. Manager, Microsoft Eastern Med.
                   Fares Kobeissi, Former President of ALSI; President of Anzima CS
                   Fadi Chehade, Vice President, Business Development, IBM
                   *Karim Sabbagh, Partner, Booz Allen Hamilton
                   [Wissam Yafi, President of TiDWit, Inc]

08:00           Reception & Banquet Dinner (Hyatt Presidential Ballroom) –
                 Ramzi El Hafez, Editor-in-chief of Lebanon Opportunities
                 Marwan Hamade, Minister of Telecommunications, Lebanon
                 Walid Maalouf, Director of Public Diplomacy and MEPI Affairs, USAID
                 Tarek Mitri, Minister of Culture, Lebanon


Day II - Sunday, May 21, 2006
07:30-08:30     Breakfast

08:30-09:50     Technology-Driven Economic Development:
                Lessons Learned from Other Models
                 Kevin Carroll, VP at Ireland's IDA
                 John Cullinane, CEO of Cullinane Group, Inc.
                 Anil Khurana, Managing Partner, Access International Partners
                 [Curt Monash, President, Monash Information Services]
                 Kamal Shehadi, Managing Director, Connexus Consulting

10:00-11:20     Success Stories of High-Tech Ventures in Lebanon & Abroad
                 Sami Abi Esber, President of MDS UAE Holdings
                 Georges Harik, Former Director of Googlettes (R&D), Google
                 Jacques Masboungi, General Director, Sophia Antipolis Technology Park
                 *Azmi Mikati, CEO, Investcom
                 Nehme Taouk, Founder and CEO, Soft Solutions

11:30-12:15     Leveraging the Diaspora:
                Connecting the Human Capital
                 Raj Alur, Managing Director, Vesbridge Partners
                 [Fadi Daou, CTO & President of PXIT Inc.]
                 Fares Mubarak, Senior Vice-President, Actel Corporation

12:45-02:30     Concluding Seated Luncheon (Morss Hall, Walker Memorial)
                 Tarek Mitri, Minister of Culture, Lebanon
                 Michael Wakim, CEO and President, Fidus Systems, Inc.

02:30-04:00     Roundtable Discussions in Concluding Session
                 Women's Role in Technology Development
                 Curricular Development for a Technology-Driven Economy
                 Media's Role in Highlighting Role Models & Success Stories
                 Hi-Tech in Traditional Industries & Other Niches for Lebanon
                 Establishing (T)IDAL for Policy Formulation & Implementation
                 Piracy & Intellectual Property Protection: Where does Lebanon Stand?
                 Groundwork for Bringing Endeavor to Lebanon
                 Blueprint for the TECHLEB|07 Conference
                 INLET Chartered Membership
                 Connecting Supply & Demand: Offshore Outsourcing to Lebanon
                 Connecting Supply & Demand: Recruiting, Training, and Internships
                 Connecting Supply & Demand: Starting New Enterprises

04:15           Government & Private Sector Retreat: Exchange of Pledges
```

Appendix IV

Player \ Pillar	Enabling Infrastructure	Regulatory Framework	Human Capital	Financial Resources	Market Access	Value Proposition
Government						
Private Sector		ALI	Bader		ALSI	
Diaspora			INLET, AFPI	SEAL	ALES	
Academia	Berytech	SIDA				
Media						
NGOs/Non-Profits		Safadi Foundation	WIT	World Bank – DM, MIT 50K Lebanon		PCA MIT EF
Int'l Aid Organizations	SMEs Support Program		iV4Leb, TOKTEN	Endeavor	AIM-IT	
TECHLEB|06 Spin-Offs					OpenMarket WG	

- Each square contains a program/NGO initiated by or addresses player X in relation to pillar Y. This map will help TECH**LEB** identify, assess, and minimize gaps and overlaps in the multitude of existing and new efforts.
- Value Proposition means the offered product/service/competitive advantage/differentiator/privileged sectors