

**Endeavor's Gala -- Lorenzo H. Zambrano,
Recipient of "Global Business Leader Award"
New York, November 8, 2001**

Ladies and gentlemen, good evening.

I am enormously pleased to be here tonight, with so many old and new friends, in the greatest city in the world. No place is more appropriate for a celebration of entrepreneurship than New York and no time could be more appropriate than now—when the people of this great city have shown the world that the enemies of freedom cannot break their thriving spirit.

I am sure that you recall the Le Monde headline on September 12th: “We are all Americans.” Of course, the headline should have read, “We are all New Yorkers.” My congratulations and thanks to all of you who live and work here for what you have done over these past two months.

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Tonight, of course, we are also *all* entrepreneurs. And for that we have to thank Linda, Peter, Kimberly, their colleagues and all of the people whose vision and hard work have created this wonderful organization. Although I am new to the Endeavor family, I am quite impressed with the passion of its leadership, the clarity of its purpose, and the success of its work.

You not only talk about entrepreneurship, you make it happen.

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I am deeply honored to accept Endeavor's Global Business Leader Award. If CEMEX has a bright future—and I believe it does—it is because we are global and because we are entrepreneurial. This recognition tells me we are on the right track.

I am particularly pleased to share this evening with Endeavor's Entrepreneurs of the Year. Andy Freire, Santiago Bilinkis, Andre Fonseca, Marcelo Salim and Agostinho Villela are wonderful examples of how leadership, creativity, drive, and social responsibility—nurtured with some well-targeted investment and advice—can create value. You and your teams have my congratulations and my admiration.

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I come tonight to this ceremony wearing two hats: as Chairman and CEO of CEMEX, and as Chairman of the Monterrey Tech.

With the support and hard work of thousands of people, CEMEX has grown over the past decade from an important Mexican company with some international operations, into a leading global player with an integrated network of producing, trading, and marketing assets spread around the world. The result of our efforts is that CEMEX is the most profitable and efficient global cement company—a growth company in what is usually perceived as a non-growth industry.

Also, with the dedication and commitment to excellence of everyone who teaches, studies, and works at the Monterrey Tech, we have been able to transform that institution into the leading private

university system in Latin America, with a world class business school. The result is that the Tech is producing future generations of leaders, not just for Mexico, but for all of the Americas.

I am proud of what both of these organizations have achieved, but I am even prouder of what we have the *potential* to achieve in the future. For me, success is not measured by where you have come *from*, but by where you are going *to*.

And my goal, for both CEMEX and the Tech, is to continue to grow, to prosper, and to help transform the world, each in their own ways.

In part, this is what entrepreneurship means to me: always striving, always creating, always pushing the envelope, never being satisfied with the status quo.

In other words, entrepreneurship is about the future, not the past. It is the enemy of business as usual and of complacency.

But it is also about having the courage to pursue a vision, about finding new ways to create value and to compete, and about giving back to the community.

This is important: passionate entrepreneurship is not the same as unfettered capitalism. A character in a not-so-memorable movie in the nineties said that, “Greed is good,” which was offered as an excuse for some of the excesses of those years. But greed is not good, and cannot be an end in itself. Success in any field engenders responsibilities and obligations.

Successful entrepreneurs and entrepreneurial organizations must create value, not just for themselves, but also for their communities and their countries. I am pleased that this sense of social commitment is central to Endeavor's work.

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Entrepreneurs rarely just happen; they need to be nurtured. They need capital, networks, and opportunities. They need to be protected from stifling bureaucracies and rules that exist because they have always existed. They need the chance to succeed, and the chance to fail.

Creating such an environment is an enormous challenge to all of us,

whether we are in the private or public sector;

whether we are in business or academia;

whether we are in big organizations or small ones.

Without entrepreneurs we will stagnate. However, most organizations—left to their own dynamics—tend to reject entrepreneurs because they are threatening. If we want to succeed in this fast changing world, then

we need to find ways to identify, nurture, and protect entrepreneurs.

That, of course, is the genius of Endeavor and why we are all here tonight.

You recognize that, throughout the Americas there are thousands of success stories waiting to happen.

And you know that, without a catalyst, those stories will never be told.

The challenge that Endeavor has embraced is to be the catalyst. It is exactly that challenge that I urge the rest of you to accept as well.

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Ladies and gentlemen:

When we encourage entrepreneurship, we multiply the sources of wealth and of knowledge creation and distribution. We develop opportunities for individuals and organizations to grow and to create. We foster a positive cycle of competition that forces all of us to become better at what we do. We enhance productivity and we create wealth.

Above all, when we promote entrepreneurship, we are developing leaders, in a world that is chronically short of leadership. We need to encourage new generations of leaders—in public service as well as in private enterprise—who can take what we have already built and improve upon it, for the benefit of all our fellow citizens. Without entrepreneurial leaders who have the ambition, ability, and desire to take risks, the world will become a boring place.

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Let me conclude by thanking Endeavor for this recognition and, more importantly, for the leadership that *you* are providing to all of us who share your vision and applaud your success.

Thank you very much.