



Agenda

Roadmap for Business Management in Latin America

EGADE Business School, Santa Fe,
Mexico City, Mexico
March 13th – 21st, 2017

Saturday, March 11th

Student Arrivals and Individual Check-In at Hotel.

Sunday, March 12th

Teotihuacán (In Nahuatl: “The City of the Gods”) is the most important and largest city of pre-Aztec central Mexico.

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| 07.00 | Bus Departure
Group gathers at the bus stop located at <i>La Fuente</i> (the fountain located right in front of the EGADE Business School, Santa Fe building) |
| 08.30 | Arrival to Teotihuacán |
| 09.00 | Visit to Teotihuacán Museum, Visit Pyramid of the Sun and the Avenue of the Dead |
| 10.45 | Breakfast |
| 11.45 | Visit Pyramid of the Moon and the Palace of Quetzalpapalotl |
| 15.00 | Bus departure to EGADE Business School, Santa Fe |
| 16.30 | Arrival at EGADE Business School, Santa Fe |

Important note: We recommend the use of sunscreen, hat, sunglasses and bring a jacket as it will be cold during the morning. It also can be a rainy day so bring a water-resistant jacket as well.



Monday, March 13th

- 08.00 **Registration**
Course material distribution
Room 5602, Level 6, EGADE Business School, Santa Fe
- 08.05 **Welcome**
José Antonio Quesada, Associate Dean
EGADE Business School, Santa Fe
- Program Introduction and Overview
Eric Porras, Ph.D.
MBA Program Director, EGADE Business School, Santa Fe
- Group Photograph**
Group gathers in the entrance of the EGADE Business School building
- 08.30 Group gathers at the Faculty Lounge, Level 6, EGADE Business School, Santa Fe
- 09.00 - 10.45 **"Challenges for Multinationals in Latin America: Added Value & Growth"**
Room 5602, Level 6, EGADE Business School, Santa Fe
Alfredo Capote, Professor of Leadership and Management

Overview: In some areas, there is no difference between theory and practice. In practice, and certainly in Latin America, that difference can be pretty extreme. Despite being a diverse region, rich in resources and human capital, many Latin American countries routinely rank near the bottom of the World Bank's Annual Ease of Doing Business Index. Even so, in our increasingly globalized world, a working knowledge of Latin American economics, business norms, and etiquette is of increasing importance given the importance of the region to energy markets, complex manufacturing, logistical chains, tourism, commodities and agriculture.

Likewise, as domestic economies in countries like Brazil, Mexico and Colombia adapt to the changing retail and service needs of growing middle classes, many Multinationals companies have come to see Latin America not just as a potential target for investment, but for expansion as well. For students with pre-existing interests or ties to the region, this session seeks to reconcile many of the assumptions of a traditional business education in the United States and around the world – that markets are free, corruption is minimal, infrastructure extant, and direct government intervention rare – with very different national realities of the vast Latin America Region. Meanwhile, for those students being immersed in Latin America for the first time, this session will offer a thorough introduction to the most salient challenges and dynamic opportunities facing the region today.



10.45 - 11.00 **Coffee Break**

Faculty Lounge, Level 6, EGADe Business School, Santa Fe

11.00 - 13.00 **"Challenges for Multinationals in Latin America: Added Value & Growth"**

Room 5602, Level 6, EGADe Business School, Santa Fe

Pre readings

- Framework for Global Strategic Analysis, Donald R. Lessard.
- Global Strategy... In a World of Nations, Yip

Assignment: Team Presentation. Instructions previously sent by email to the group

13.00 - 14.00 **Lunch**

Faculty Lounge, Level 6, EGADe Business School, Santa Fe

14.00 - 15.45 **"Building a strong brand for SMEs in Mexico and Latin American Region"**

Room 5602, Level 6, EGADe Business School, Santa Fe

Edgar Centeno, Professor of Marketing

Overview: As prior research has established, SMEs in many countries represent a significant contribution to national economies. They are highly regarded as an important source of employment, creativity and innovation. It has also been argued that larger organizations are no longer suitable for economic development, placing SMEs in the spotlight of students and practitioners like you.

It has also been established that SMEs have an unconventional way of practicing marketing due to their unique characteristics. Moreover, it has been argued that SMEs require an appreciation for their context and characteristics in order to further develop their marketing prowess. Furthermore, it is recognized that SMEs may perform better if the marketing framework is adapted to both business scope and unique characteristics.

As you will discover from this seminar, you will learn new insights into how marketing is being understood by managers in Mexico useful for other Latin-American contexts and how the discipline of marketing can further evolve by learning the perspective of SMEs. By doing so, we bring a closer fit between the discipline of marketing and the SME context. By taking a closer perspective onto brand management, we hope to bring you a better understanding of how to implement marketing principles and brand management insights onto one's own entrepreneurship skills and knowledge no matter the level you are currently at. We will bring in examples from Mexico, while at the same time pinpointing key characteristics of SMEs brand building in Latin America.



15.45 – 16.00 **Coffee Break**

Faculty Lounge, Level 6, EGADE Business School, Santa Fe

16.00 – 18.00 **“Building a strong brand for SMEs in Mexico and Latin American Region”**

Room 5602, Level 6, EGADE Business School, Santa Fe

Pre reading

- Building Customer-Based Brand Equity Model, Keller 2001

Assignment: Individual Presentation. Instructions previously sent by email to the group

Tuesday, March 14th

07.00

Company Visit

Group gathers at the Bus Stop located at “*La Fuente*” (the fountain located in front of EGADE Business School, Santa Fe building)

Box Lunch pick up

07.15

Bus departure

08.15

Arrival **Henkel Toluca** (Adhesive Technologies)

09:00

Guided Visit

Founded in 1876, Henkel employs around 50,000 people globally. The company holds leading positions with its three business units in both industrial and consumer businesses thanks to strong brands, innovations and technologies. Henkel Adhesive Technologies is the global leader in the adhesives market – across all industry segments worldwide. In its Laundry & Home Care and Beauty Care businesses, Henkel holds leading positions in many markets and categories around the world

13.00

Bus departure

14.00

Arrival to EGADE Business School, Santa Fe

14.00 – 15.00 **Lunch**

Faculty Lounge, Level 6, EGADE Business School, Santa Fe



14.00 – 15.45 **"International Strategy for Business Ventures in Latin America, leveraging the potential"**

Room 5602, Level 6, EGADe Business School, Santa Fe

Juan Enciso, Professor in Economics and International Business

Overview: International managers must take strategic business decisions. Each market's specific characteristics is influenced and defined by an international and domestic, complex and interrelated set of structures. Think for example, a company willing to establish a manufacture operation abroad, the internal organization will need to adapt to the specific characteristics of the selected site. This unique structure, will depend heavily in other interrelated and mutually influenced structures- First the strategy will need to understand the regional and local trade and investment regulation and operation. Countries may belong to different trade and investment agreements, and have specific and complex structures. Therefore companies must understand and take decision in markets where host countries have defined their internal political and economic structures. Internally companies must define different organizational structures to compete each other in the definition of a better suited international strategy. An analytical tool is presented to design and implement an internationalization strategy.

15.45 – 16.00 **Coffee Break**

Faculty Lounge, Level 6, EGADe Business School, Santa Fe

16.00 – 18.00 **"International Strategy for Business Ventures in Latin America, leveraging the potential"**

Room 5602, Level 6, EGADe Business School, Santa Fe

Complementary reading

- FDI in Latin America and the Carriibbean CEPAL
- Trade Statistics
- Trade Statistics Canada
- Pro Mexico



Wednesday, March 15th

08.45 Cultural Visit
Group gathers at the Bus Stop located at “La Fuente” (the fountain located in front of EGADE Business School, Santa Fe building)

Box Lunch pick up

09.00 Bus departure

10.00 Arrival to **The National Museum of Anthropology**

Guided Visit

12.00 Bus departure

13.00 Arrival to EGADE Business School, Santa Fe

13.00 – 14.00 **Lunch**

Faculty Lounge, Level 6, EGADE Business School, Santa Fe

14.00 - 15.45 **“Cross Cultural Management in Latin America”**

Room 5602, Level 6, EGADE Business School, Santa Fe

Olivia Hernández, Professor of Cross Cultural Management, Leadership and International Business

Overview: Latin America comprises a wide range of people, cultures, climates and economies at different stages of development. The purpose of this course is to address various Latin American (LATAM) business singularities, also, to review current opportunities and challenges in the region. This course includes an analysis with theoretical frameworks and specific LATAM business cases. In this course, the way business is done in Latin America is contrasted with businesses in other regions such as Europe, Asia and North America.

15.45 - 16.00 **Coffee Break**

Faculty Lounge, Level 6, EGADE Business School, Santa Fe

16.00 - 18.00 **“Cross Cultural Management in Latin America”**

Room 5602, Level 6, EGADE Business School, Santa Fe



Thursday, March 16th

09.00 - 10.45 **"How do Mexican Entrepreneurs Innovate"**

Room 5602, Level 6, EGADe Business School, Santa Fe

Fernando Moya, Professor of Innovation and Entrepreneurship

Overview: The session will review on Business Model Design in terms of the creation of a compelling Value Proposition. A review of Megatrends will provide a framework for evaluating the business opportunities of the future, along with the strategy and innovation processes that link value/creation activities to customer metrics. We will review how design tools can facilitate out of the box thinking to create and test value propositions as part of the iterative process to search for what customers want. The class will be team based and students from different nationalities will collaborate on assignments.

10.45 - 11.00 **Coffee Break**

Faculty Lounge, Level 6, EGADe Business School, Santa Fe

11.00 - 13.00 **"How do Mexican Entrepreneurs Innovate"**

Room 5602, Level 6, EGADe Business School, Santa Fe

13.00 - 14.00 **Lunch**

Faculty Lounge, Level 6, EGADe Business School, Santa Fe

14.00 - 15.45 **Guest Speaker**

"Challenges and opportunities in Latam for entrepreneurs in the IT sector"

Gustavo Parés, Partner at Nearshore Delivery Solutions

15.45 - 16.00 **Coffee Break**

Faculty Lounge, Level 6, EGADe Business School, Santa Fe

16.00 - 17.30 **Guest Speaker**

"GE's Digital Transformation for the Aviation Industry"

Roberto Malvaez, Latin American Sales Director, GE Aviation Digital

17.30 Guided Tour

Box Lunch pick up



- 17:45 Bus Departure
Group gathers at the bus stop located at *La Fuente* (the fountain located right in front of the EGADe Business School, Santa Fe building)
- 18.45 Arrival to **The Tequila and Mezcal Museum (MUTEM)**
- 19.00 Network Night: Tequila and Mezcal Tour
- 22:00 Bus departure from **The Tequila and Mezcal Museum** to EGADe Business School, Santa Fe
- Return to Hotels (individual responsibility) and Free Time.

Friday, March 17th

- 09.00 – 13.00 **Final Presentation by Teams**
Room 5602, Level 6, EGADe Business School, Santa Fe
- 13.00 – 14.00 **Lunch**
Faculty Lounge, Level 6, EGADe Business School, Santa Fe
- 14:00 Program Closing Address
- José Antonio Quesada, Associate Dean**
EGADe Business School, Santa Fe
- Eric Porras, Ph.D.,**
MBA Program Director



ABOUT THE INSTRUCTORS

Alfredo Capote

Professor of Strategy & Director of ENLACE + E (Mexico City Chapter, EGADe Business School)

Professor Capote holds a BS and MS in Chemical Engineering at Tecnológico de Monterrey, Campus Monterrey. Also an Executive MBA at the Wharton School of the University of Pennsylvania in the area of Corporate Finance and a National Professional Accreditation in Finance for Mexico also completed a number of courses in Computer Science and Information Technology in the United States and Canada. His professional experience consists of more than 45 years of professional practice in Business Consulting, Services, Manufacturing and Sales / Marketing of Information Technology, highlighting 30 plus years of career at IBM Mexico and IBM Corporation including several top management positions such as President and General Manager of IBM Mexico, Vice-President of the Latin America Division, Latin America General Manager of Sales and Distribution to Selected Corporate Customers in the same division and Leadership positions in Consulting, Financial Services and Manufacturing in other companies.

Professor Capote serves, as Board Member to several companies in different fields as Information Technology, Marketing, Food and Financial Services, has also been a board member of the American Chamber of Commerce and the Mexican Foundation for Total Quality. Currently a member of the National Board of the Employers' Confederation of Mexico (COPARMEX), Member of The National Board of The Mexican Institute of Finance Executives (IMEF), board member of the Mexico City Campus of Tecnológico de Monterrey (ITESM) and Member of the Board of Directors of the Foundation for Sustainable Development (FUNDES México).

He is currently Director of Corporate Relations and Professor of Business Strategy at EGADe Business School in Mexico City, Professor of Information Technology at The McCombs School of Business of The University of Texas at Austin and Chairman of the Board of Directors of the Services Firm, Consulting Support Services, S. C. at Mexico City.

Edgar Centeno

Dr. Edgar Centeno received the degree of Doctor of Philosophy (PhD) in Marketing from the University of Strathclyde, Scotland, UK. He also holds an MBA and a Bachelor of Science (BSc) from the University of Pennsylvania at Clarion, PA, where he received a grant from the UNO and the American Embassy to undergo his studies.

Before starting his academic career, he worked for over 15 years in the industry within the marketing departments of larger multinationals such as CBS Inc. New York, Colgate-Palmolive, L'Oréal de Paris and Coca Cola Company. In SMEs he created the marketing departments of Notmusa Publishing Company and the Odda Company where he was the co-founder and director of international marketing.



Currently, he is a lecturer at EGADE Business School, an honorary research fellow at the University of Strathclyde, Glasgow, UK and a visiting professor at Universidad Pablo de Olavide, Seville, Spain. He lectures in areas such as brand strategy, new product development, and marketing for entrepreneurs. Edgar's research interests involve consumer-brand relationships, co-creation of brand value and SME marketing. Since 2010, he is regional editor for Latin America and the Caribbean for the *Journal of Place Branding and Public Diplomacy* and a member of the editorial team of the *Journal of Product & Brand Management*. His recent research has been published in the *Journal of Marketing Theory & Practice*, *Journal of Brand Management*, *Journal of Strategic Marketing*, and *Journal of Consumer Marketing*. He co-edited a book entitled "*New Perspective of Contemporary Marketing*" and in 2016, he published a chapter entitled "*Let us listen to the voice of women in management in the Twenty-First Century*" within the book entitled "*Handbook on Well-Being of Working Women*."

Juan Enciso

Dr. Juan Antonio Enciso González has been Director of the Master in International Business at EGADE Business School Monterrey since June 2014, where he is also Adjunct Professor of International Business. He is also responsible for the dual-degree academic and administrative activities program with various European universities such as ESCP, ESSCA and NHH.

On the other hand, he is coordinator of several projects on international cooperation in financing schemes of the European Commission, including the following projects: PILA, EQUALITY, SUMA, UNIQUE, IPR HD and MUSE at EGADE Business School. He is also the Chapter Advisor of the Mexican Chapter at EGADE Business School of Beta Gama Sigma and the coach for students who will participate in the MBA International Case Competition of the John Molson School of Business in 2017. He is also a member of the World Interdisciplinary Network for Institutional Research and advisor to several companies.

Dr. Enciso has published academic articles regarding institutional analysis and its impact on businesses. In addition, he has participated as lecturer on several economic and institutional subjects, given his academic career in international business and global economy sectors.

He graduated in Economics and obtained a master's degree in Administration from ITESM, Monterrey Campus. He also holds a master's degree in International Management for Latin America with a dual-degree from Tecnológico de Monterrey and Thunderbird School of Global Management, and a Ph.D. in Public Policy from the Tecnológico de Monterrey's Escuela de Gobierno y Política Pública.

Field of expertise: Economics and Global Business; International Management and Governance Structures; Strategy and Negotiations for Multicultural Decision Making; Field Project; Business Project; General Project.

Course offer: Intercultural Management; Economics; Organizational Strategy; Structure and Processes; Analytical Foundations for Business; Fundamentals of Global Business; Field Project; Business Project; General Project.



Olivia Hernández

Full -Time Professor, EGADE Business School Monterrey

Ph.D. in Administration, Tecnológico de Monterrey (2006) MBA, Tecnológico de Monterrey (1992).

BA in Administrative Computer Systems with honorific mention, Tecnológico de Monterrey (1985).

Olivia Hernández-Pozas, PhD, is Associate professor & researcher at EGADE Business School of Tecnológico de Monterrey in Monterrey, Mexico.

She is certified as Advanced Cultural Intelligence Facilitator by the Cultural Intelligence Center. She is a recipient of Honorific Mention for her bachelor studies, the Novus grant in 2013 and 2014, the 2014 Education Work Award (*Premio a la labor docente*) from Tecnológico de Monterrey and 2014 X-Culture best instructor award.

She is a member of the Academy of Management (AOM), the Society of Intercultural Education, Training and Research (SIETAR) and *Academia de las Ciencias Administrativas de México* (ACACIA).

Professor Hernández-Pozas has *written articles and book chapters* on different topics, including International Business, Global Competencies, Cultural Intelligence, Education, On the Job Training, and Group Theory. She has published at The Palgrave Handbook of Experiential Learning in International Business, *Revista Investigación Administrativa*, *Estudios Gerenciales* (ICESI); *Revista del Centro de Investigación* (La Salle); *Administración y Organizaciones* (UAM); *Innovación y Competitividad* (ADIAT), *Periódico el Norte* and several times for the *Manual para tu Desarrollo Profesional* (Tecnológico de Monterrey). She periodically attends and presents her research papers at *national and international conferences*. She has also served as reviewer of journals such as *Latin American Business Review*, *European Business Review*, *Cross-cultural Management: An International Journal*, *Journal of Managerial Psychology*, *JIBS*, *Innovar*, *Estudios Gerenciales*, and *Revista de Investigación y Ciencia*. She has also served as reviewer for several international conferences such as The AOM Annual Conference, Quest, CIIGE and CLADEA.

She has been visiting professor at ESSCA (France), Management Development Institute (India), The University of Puerto Rico (Puerto Rico), Esan (Perú), Tulane University (USA), Universidad Don Bosco (El Salvador), and Tecnológico de Monterrey offices (Panamá City). She has consulting and training experience working with global organizations including John Deer, Toyota, Peñoles, Femsas and Ternium.

She is former Academic senator of EGADE Business School (2013-2014), director of the Master in International Business (MIB) at EGADE Business School (2009-2014) and Academic director of EGADE Business School (2007-2008).

Fernando Moya

Director of the Executive MBA Program at EGADE Business School, Santa Fe

Professor Fernando Moya has a twenty-year academic career at Tecnológico de Monterrey where he has focused on teaching, research, and executive education in entrepreneurship and finance. Concurrent with his teaching activities, he has collaborated as degree program director, department



director, international program director at Tecnológico de Monterrey, Tampico Campus over the past 16 years. He collaborated as degree program director and coordinator of the entrepreneurship and export program at the Campus Chiapas in its initial stages.

He has helped companies to form their corporate governance and capital budget policies; to assess investment projects, obtain bank and risk financing; and to value newly created firms.

His latest responsibility was to found the Research and Development Division of Tecnológico de Monterrey, Tampico Campus where he supervised three development centers: a business center that comprises an incubator, accelerator, investor club and company landing, a logistics center that offers research services to the ports of Tampico and Altamira, and a plastics center that also provides the petrochemical industry with research services on plastic resin topics.

In 1997, he found the company Productos FB S.A. de C.V., which produces and markets organic coffee. He is leader for the Center for Entrepreneurship at EGADE Business School and serves as the chief liaison between the School and the Tecnológico de Monterrey campuses.



Global Network Week Course Package

The package that you have received is a welcome present for the EGADe Business School international students.

Readings and Class Material: All readings and class materials have been downloaded in a USB.

Dress Code: Business casual during the week. For Tuesday March 14th, the dress code will be as follows: WEAR jeans, long sleeve T-Shirt, closed shoes (NO flats, sandals, crocs, high heels). Bring a jacket with you. The weather can easily change during the day.

Q&A: Any question prior to EGADe Business School Global Network Week can be directed to: Gabriela Paz paz@itesm.mx and Erika Manzano emanzano@itesm.mx

Access to the Tecnológico de Monterrey: A photo ID will be required to give you access to the School

Wi Fi access: Select the network: **Tec**

Technical Support: The EGADe Business School GNW team will be available in Room 5602 during registration on Monday morning.

DeskTop Computer Access: Located in Aulas I, Level 0. (the Computer Lab is located in the building closest to the Mexican Flag).

Coffee Break and Lunch: All coffee-breaks and lunch will be served in the Faculty Lounge, Level 6.

A few notes on the classes:

- All classroom lectures and company sessions are mandatory and attendance will be taken in each session, each day.
- There will be time for questions after each speaker presentation. Please hold your questions until the end, unless the speaker indicates willingness to accept questions during the presentation.
- We will ask that you take the time to complete the Program Evaluation at the conclusion of the Global Network Week program. This evaluative information is vital to the GNAM program administrators globally in planning future Global Network Week courses.

We appreciate that you arrive punctually to class every day.

We hope you enjoy the Global Network Week Program at EGADe Business School and look forward to a great week!