



## **Strategic Innovation and Management in Emerging Markets: Latin America**

EGADE Business School Santa Fe

Mexico City, Mexico

October 16<sup>th</sup> - 20<sup>th</sup>, 2017

### **Monday, October 16<sup>th</sup>**

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- 08.00      **Registration**  
Course material distribution  
FEMSA Building: 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 stairs of level 6 inside the EGADE Business School building
- 08.10      Group gathers at the Faculty Lounge, Level 6, EGADE Business School building
- 09.00 - 10.45 **"International Strategy for Business Ventures in Latin America: Multi-perspective analysis for Leveraging the Potential"**  
**Armando Pérez Gea, Ph.D.** Professor in Economics and Finance  
FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe

*Overview:* The recent economic developments, that lead to global uncertainty, speculation and divergence in policies, have turn the financial and economic situation of many countries in a real challenging situation to maintain the markets, competitiveness and productivity.

This very changing world of business requires companies to be permanently alert of not only of business cycles and of tendencies, but also to maintain visibility of the structural fundamentals of regions, countries and sectors. In this conflictive scenario Latin America re-appears now as a region, that even when has had a slow pace for the last years, is now revitalized not only with important political changes, but also with economic and social reforms that if well understood and applied could impulse the region. Therefore is time for companies to turn back its understanding of the old and new reality of Latin America both a trade and investment partner.



**10.45 - 11.00 Coffee Break**

FEMSA Building: Faculty Lounge, Level 6, EGADe Business School, Santa Fe

**11.00 - 13.00 "International Strategy for Business Ventures in Latin America: Multi-perspective analysis for Leveraging the Potential"**

**Armando Pérez Gea, Ph.D.** Professor in Economics and Finance

FEMSA Building: Room 5602, Level 6, EGADe Business School, Santa Fe

**Complementary reading**

- Mexico – Canada Trade Report 2017
- U.S. – Mexico Economic Relations: Trends, Issues and Implications
- The Shifting Economics of Global Manufacturing
- The Global Competitiveness Report 2017-2018
- Trade Profiles 2017
- World Economic Outlook
- World Investment Report 2017

**13.00 - 14.00 Lunch**

FEMSA Building: Faculty Lounge, Level 6, EGADe Business School, Santa Fe

**14.00 - 15.45 "Building a strong SME brand in the Mexican and Latin American Region"**

**Edgar Centeno, Ph.D.** Professor of Marketing

FEMSA Building: Room 5602, Level 6, EGADe Business School, Santa Fe

*Overview:* As prior research has established, SMEs in many countries represent a significant contribution to national economies. They are a major source of employment, creativity and innovation. Larger organizations are no longer suitable for economic development, placing SMEs in the spotlight of important business actors such as students and practitioners like you.

SMEs have an unconventional way of practising marketing due to their unique characteristics. Moreover, SMEs require an appreciation for their context and features to develop their marketing prowess further. Also, SMEs may perform better if the marketing framework adapts to both business scope and unique characteristics. This inside-out brand building orientation does, in fact, accommodate the context and characteristics of an SME successfully.

As you will discover from this seminar, you will learn new insights into how marketing is understood by managers in Mexico useful for other Latin-American contexts and how the discipline of marketing can further evolve by learning from 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 view onto brand management, we hope to bring a better understanding of how to implement marketing principles and brand management insights onto your entrepreneurship skills and knowledge no matter the level you are currently using. We will bring in examples from



Mexico, while at the same time pinpointing essential characteristics of SMEs brand building in Latin America.

15.45 - 16.00 **Coffee Break**

FEMSA Building: Faculty Lounge, Level 6, EGADE Business School, Santa Fe

16.00 - 18.00 **“Building a strong SME brand in the Mexican and Latin American Region”**

**Edgar Centeno, Ph.D.** Professor of Marketing

FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe

**Pre reading**

- Building Customer-Based Brand Equity Model, Keller 2001

**Assignment:** Prepare an essay. Instructions were previously send by email to the group

## Tuesday, October 17<sup>th</sup>

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09.00 - 10.00 Guest speaker

**“Bimbo Ventures”**

**José Manuel Ramírez**, Vice President of Bimbo Ventures at Grupo Bimbo

FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe

*Overview:* Grupo Bimbo - Mexico’s largest baking company with operations in 19 countries - as part of its continuous pursuit for innovation and to promote the development of entrepreneurs and startups, Bimbo Ventures is especially dedicated to finding and driving high potential projects.

10.00 **Coffee Break**

FEMSA Building: Faculty Lounge, Level 6, EGADE Business School, Santa Fe

10.30 - 13.30 **Workshop: “Design Thinking: As an Innovation Process”**

**Mario Saldaña**, Corporate Innovation Manager

FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe

*Overview:* This workshop is an introductory experience to the discipline of Design Thinking as a simple process to create innovation and as a way of thinking that promotes creativity, collaboration and experimentation, always from the focus on the human being.

The workshop offers an actionable definition of Innovation, selection of starting points as innovation routes, a practical approach to access the sensitivity and method of the designer.



Empathy as a tool to understand motivations, inspiration from the discovery of "Insights", creativity, collaboration and ideation for the development of concepts, experimentation by rapid prototyping, user feedback for subsequent iterations and tips and Best Practices of Innovation Professionals.

**13.30 - 14.30 Lunch**

FEMSA Building: Faculty Lounge, Level 6, EGADE Business School, Santa Fe

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## **Wednesday, October 18<sup>th</sup>**

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**09.00 - 10.45 "Entrepreneurial Finance, Corporate Venture Capital and Open Innovation"**

**Félix Cárdenas, Ph.D.** Director of the EGADE Business School Innovation and Entrepreneurship Center

FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe

*Overview:* This course examines management strategies and tactics from an evolutionary perspective of survival through Corporate Innovation and Venture Capital. Several approaches of innovation will be developed and discussed throughout the sessions including internal and external sources and processes to generate innovation while taking into account commercial and technology risks. Innovation is a about commercializing inventions, commercial blockbusters determine which firms dominate and establish consumer preferences. The course will also cover corporate entrepreneurial finance principals such as Corporate Venture Capital (CVC) and Private Equity (PE) aspects.

**10.45 - 11.00 Coffee Break**

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

**11.00 - 13.00 "Entrepreneurial Finance, Corporate Venture Capital and Open Innovation"**

**Félix Cárdenas, Ph.D.** Director of the EGADE Business School Innovation and Entrepreneurship Center

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**13.00 - 14.00 Lunch**

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

**14.00 - 16.00 Guest speaker**

**"Exponential Organizations"**

**Patricio Velarde**, Business Head LATAM, Growth Institute

FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe



*Overview:* Our environment is changing exponentially, mainly driven by exponential technologies and globalization. As a result, the world is becoming increasingly open and transparent and we are slowly moving from a world of scarcity to a world of abundance. Exponential Organizations lays the framework for organizations to adapt and thrive in a world of abundance by diving into new organizational structures that leverage exponential technologies and a shifting global business mindset.

## Thursday, October 19<sup>th</sup>

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08.00 - 09.45 **"How do Mexican Entrepreneurs Innovate"**

**Fernando Moya, Ph.D.** Professor of Innovation and Entrepreneurship  
FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe

*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.

09.45 - 10.00 **Coffee Break**

FEMSA Building: Faculty Lounge, Level 6, EGADE Business School, Santa Fe

10.00 - 12.00 **"How do Mexican Entrepreneurs Innovate"**

**Fernando Moya, Ph.D.** Professor of Innovation and Entrepreneurship  
FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe

12.00 - 13.00 **Lunch**

FEMSA Building: Faculty Lounge, Level 6, EGADE Business School, Santa Fe

Company Visit

13.05 Group gathers at the Bus Stop located at "La Fuente" (which you will see at the entrance of the campus and on your way to the FEMSA Building)

13.10 Bus departure

13.40 Arrival and Check In



14:00            **Telefónica Wayra**  
                    **“Open Innovation and Corporate Venture Capital”**  
                    **Gabriel Charles**, Managing Director, Wayra Telefónica

*Overview:* Telefónica Wayra is a network of business accelerators with a presence in Europe and Latin America, and 11 hubs located in Brazil, Argentina, Colombia, Chile, Peru, Mexico, Venezuela, Spain, the UK and Germany. Offers the support needed to receive financing, mentoring, unique workspace, global network connection, networking between entrepreneurs and investors and the possibility for any product to reach customers all over the world.

15.30            Bus departure

Cultural Visit  
**National Museum of Anthropology**

16.30            Arrival to the **National Museum of Anthropology**

Guided Visit

18.30            Bus departure

Network Night: Tequila and Mezcal Tour

19.30            Arrival to the **Tequila and Mezcal Museum (MUTEM)**

Guided Tour and Tasting

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, October 20<sup>th</sup>**

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09.00 - 13.00 **Final Presentation by Teams**  
FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe

13.00 - 14.00 **Lunch**  
FEMSA Building: 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**

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**Armando Pérez Gea** currently, works as an independent consultant in Finance and Economics, with an emphasis in Project Financing.

Dr. Pérez Gea has experience in both the public and the private financial sectors. From 2013 to July, 2017 he served as the General Director of the Mining Development Bank, Mexico's federal government entity aimed to finance private companies/projects in the mining sector. From 2008 to 2012 he was a consultant, with a focus in the arrangement of equity financing for infrastructure projects. From 2001 to 2008 he was the Director of the Project Structuring department at the North American Development Bank (San Antonio, TX), institution in charge of financing environmental infrastructure along the US-Mexico border. He was the Director of Private Investment Strategy at the BBVA-Bancomer from 1997 to 2000 and Director of Planning at Banobras, the Federal Infrastructure Bank from 1995 to 1997. From 1991 to 1994, he worked as an advisor to the Mexico's Treasury Minister.

Armando Pérez Gea obtained a Ph D in Economics from the University of California, Los Angeles (UCLA, 1993), majoring in corporate finance, monetary theory and international trade; he obtained a Master's degree in Economics from the ITAM (Mexico City) and BA in Economics from the University of Nuevo Leon (Monterrey, Mexico). He gained scholarships from the Ford Foundation and the Sloan Foundation to pursue his doctoral studies. His thesis *"Three Essays on Central Banking and Credit Policy in Mexico"* obtained honorific mention at the *Banamex's* Prize in Economics in 1993.

Since 1991 Dr. Pérez Gea has taught courses in economics and corporate finance at the ITAM, ITESM, UNAM and the Universidad Iberoamericana (UIA). He has published articles in journals such as *Euromoney*, *Comercio Exterior*, *Ejecutivos de Finanzas* and edited a book on microcredit and finance.

**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, 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*"; 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*" and in 2017, he published an edited book entitled "*Marketing for Entrepreneurs: Emphasising brand identity and brand connectivity*."

**Mario Saldaña** is an expert in Design Thinking, with more than 11 years of experience in the field of Innovation, who works as an intrapreneur, educator, consultant and speaker.

Graduated as an Engineer from UANL and an MBA from EGADe Business School, Mario is a self-taught designer from the age of 17, who has trained in Design Thinking at the Stanford University School and in IDEO the innovation consulting house.

Mario is Manager of Corporate Innovation at Axtel, where he is in charge of innovation methodologies, the Innovation service to customers and the operation of the Innovation Hub of Axtel, the award-winning Innovation Center of which he was co-designer.

Certified as an Apple Teacher, Mario is Professor of Innovation and Entrepreneurship at EGADe Business School.

He is mentor of Innovation in UANL and in NAVE the corporate accelerator of Axtel. He was Professor of Design at UDEM. He has trained more than 2,500 people in Innovation and Design Thinking. Mario is a Beta San Miguel Group Counselor. Mario advises and helps companies in the financial, insurance, retail, IT, telecommunications and food sectors to develop programs and projects for corporate and intrapreneurship innovation.

**Félix Cárdenas** is partner at Ascendis Capital, InnovaCamp Ventures, and has established an alliance with EFM Capital. He was director of Vento Capital and greenTEK ventures in Switzerland. He has been a professor and affiliate researcher at Harvard, Columbia, IESE, UT Austin, TEC de Monterrey, and EGADe Business School where he is the Director of the Center for Innovation and Entrepreneurship. He completed postdoctoral studies at Harvard and Columbia in New York, and studied his doctorate at HEC and EPFL in Switzerland. He earned an MBA from EGADe and an MBA in International Business from NHH in Norway and postgraduate studies in industrial engineering at Sophia University in Tokyo and engineering at TEC Monterrey and UT Austin. He develops at BlueBox Ventures corporate strategies of





Corporate Venture Capital with impact on growth and profitability. He has been consultant and researcher in companies such as Cisco, Nokia, Alcan, Logitech, General Electric, Cemex, FEMSA, Credit Suisse, Volaris, Axtel, Proeza, Coca-Cola, and Nestlé. He worked at Ford Motor Company and Norsk Hydro doing global mergers and acquisitions. His research has been presented in San Francisco, Boston, New York, Geneva, Zurich, Istanbul and Nice. He is co-author of the book: How to Buy a Successful Company? The Search Fund as a Model of Entrepreneurship and Open Innovation: Academic and Practical Perspectives on the Journey from Idea to Market at Oxford University which have been presented at Harvard University in Boston. He is also consulted and published as an expert on private equity venture capital by El Financiero, El Norte, Reforma, Preqin, América Economía, Entrepreneur, Bloomberg and CNN. See: [www.linkedin.com/in/felixcardenas](http://www.linkedin.com/in/felixcardenas)

**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. The business center 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**

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For an easy identification, we have provide you with a nametag and a nameplate. We ask you to please use the nametag during the entire week and use the nameplate during classes. We recommend you to leave the nameplate inside the classroom as it will be used during the week.

**Readings and Class Material:** All readings and class materials have been included in the USB.

**Dress Code:** Business casual during the week.

**Recommendation for the company visit:** Bring a photo ID with you during the whole week.

**Q&A:** Any question during EGADe Business School Global Network Week can be address to Erika Manzano [emanzano@itesm.mx](mailto:emanzano@itesm.mx) ccp Gabriela Paz [paz@itesm.mx](mailto:paz@itesm.mx)

**Access to the Tecnológico de Monterrey:** A photo ID will we required to have access to the School

**Wi Fi access:** International students will have access to the network: “CSF Visitantes”. An e.mail address will be request so you can login. EGADe students will have access to the “Tec” network.

**Technical Support:** The IT personnel will be available in Room 5602 during registration Monday morning.

**Desk Top Computer Lab:** Located in Aulas I, Level 0. (is the closest building next to the Mexican Flag).

**Coffee Break and Lunch:** Services will be serve in the FEMSA Building, Faculty Lounge on the 6<sup>th</sup> Floor.

**A few notes on the classes:**

- 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 GNW 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!**