



## **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>**

---

- 08.00      **Registration**  
Course material distribution  
FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe
- 08.15      **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
- 08.30      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"**  
FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe  
**Juan Enciso, Ph.D.** Professor in Economics and International Business

*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"**

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

**Juan Enciso, Ph.D.** Professor in Economics and International Business

**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"**

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

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

*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”**

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

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

**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>

---

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

10.00 **Coffee Break**

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

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

Mario Saldaña, Corporate Innovation Manager

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

13.30 **Lunch**

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

Cultural Visit

14.25 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)

14.30 Bus departure



- 15.30 Arrival to the **National Museum of Anthropology**  
Guided Visit
- 17.30 Bus departure
- 18.30 Arrival to EGADE Business School, Santa Fe

---

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

---

- 09.00 - 10.45 **"Entrepreneurial Finance, Corporate Venture Capital and Open Innovation"**  
FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe  
**Félix Cárdenas, Ph.D.** Director of the EGADE Business School Innovation and Entrepreneurship Center
- 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"**  
FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe  
**Félix Cárdenas, Ph.D.** Director of the EGADE Business School Innovation and Entrepreneurship Center
- 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



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

---

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

FEMSA Building: Room 5602, Level 6, EGADE Business School, Santa Fe  
**Fernando Moya, Ph.D.** 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.

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"**

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

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

15.30 Bus departure



16.00 Arrival to EGADE Business School, Santa Fe

16.00 **Free Time**

19.00-22.00 Network Event

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

---

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