

## **Global Strategies for Emerging Economies**

*EGADE Business School, Santa Fe Site*

Mexico City, Mexico

March 17-21, 2014

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### **Sunday, March 16**

Students arrive and check into hotels on their own

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### **Monday, March 17**

#### **INTRODUCTION TO COURSE**

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#### **8:45- 9:00 REGISTRATION**

Registration Materials/distribution

*EGADE Building, Room 5601*

*\*\*\*Finger food and Cold & Hot drinks will be supplied all day at Dining room X\*\*\**

#### **8:00- 10:00 WELCOME AND COURSE INTRODUCTION**

*EGADE Building, Room 5601*

#### **9:00 - 13:00 HRS - CLASS SESSION**

##### **“Mexico economic outlook and its global insertion”**

*Overview: Juan Enciso, Professor of Economics*

A brief overview of Mexico’s economy and an analysis of its position in the global context.

#### **13:00 – 14:00 HRS- LUNCH**

(Dining room , EGADE Building 7<sup>th</sup> Floor)

14:15 HRS- Bus departs to Historical Center of Mexico City

#### **15:00- 17:00 HRS: *Extra-Curricular Activity*: Tour around Historical Center of Mexico City**

We will visit our magnificent Historical Center including Bellas Artes Palace, Metropolitan Cathedral, National Palace and Zocalo and we will enjoy mexican food in one of the most traditional places of Mexico city.

*Note: Transportation to downtown is included but you will need to bring cash/card for admission fees and meals.*

**\*\*\*Please sign up by March 12 at: [melissacq@itesm.mx](mailto:melissacq@itesm.mx)\*\*\***

**Tuesday, March 18**  
**LEADERSHIP STRATEGY**

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*\*\*\*Finger food and Cold & Hot drinks will be supplied all day at Dining room X\*\*\**

9:00 - 10:15 HRS - **CLASS SESSION: "Leadership a Management Perspective"**  
*EGADE Building, Room 5601*

*Overview: **Alfredo A. Capote**, Professor of Leadership and Strategy*

We will explore how globalization is placing new demands on today's corporate leaders. As organizations continue to expand and operate in a more virtual environment, executives are being asked to provide guidance and direction to teams working across time zones and distances. In addition, the competitive environment is requiring leaders to make sense of increasingly disparate sources of information and make decisions more rapidly. We will answer the question: in this changing environment, where can organizations turn to see the future of leadership? How can they determine the skills and tools that leaders will need to be successful?

10:15 a 10:45 HRS **COFFEE BREAK**  
(Dining room x, EGADE Building 7<sup>th</sup> Floor)

10:45 – 12:30 HRS - **CLASS SESSION: "Leadership a Management Perspective"**  
*EGADE Building, Room 5601*

*Overview: **Alfredo A. Capote**, Professor of Leadership and Strategy*

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12:30 - 13:00 HRS - **Open Discussion, Executive Dialog**

13:00 – 14:00 HRS- **LUNCH**  
(Dining room x, EGADE Building 7<sup>th</sup> Floor)

14:15 HRS- **Bus departs to Company Visit** (TBA)

## **Wednesday, March 19**

### **THE NEW GLOBAL STRATEGY**

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*\*\*\*Finger food and Cold & Hot drinks will be supplied all day at Dining room X\*\*\**

**9:00 – 10:30 HRS CLASS SESSION: "Globalization and Global Strategy - Setting Sights for Distant Shores"**

*EGADE Building, Room 5601*

*Overview: **Farzad Alvi**, Professor of Global Strategy*

We will begin by exploring the topic of globalization and types of global strategy (born globals, gradual globals, and born-again globals) to highlight how we are in a new era of internationalization - individual agency and initiative has a greater significance than it did before. The traditional MNC perspective is of course still important, but needs to be complemented by the born-global possibilities. We will discuss how global strategy must move beyond the two dimensions of classic international business strategy (standardization and adaptation) and include a third dimension related to global value chains (locational arbitrage / locational efficiencies).

**10:30 – 10:50 HRS COFFEE BREAK**

(Dining room x, EGADE Building 7<sup>th</sup> Floor)

**10:50 – 13:00 HRS CLASS SESSION: "Entering the Global Market and Managing an International Business"**

*EGADE Building, Room 5601*

*Overview: **Farzad Alvi**, Professor of Global Strategy*

In this session, we will examine the context of global strategy, options for entry, and risks. We will give special attention to the responsiveness of strategy to the contexts of emerging markets. We will then consider key aspects of managing across borders, such as global marketing and R&D, human resources, and ethics.

**13:00 – 14:15 HRS- LUNCH**

(Dining room x, EGADE Building 7<sup>th</sup> Floor)

**14:15 – 16:30 HRS CLASS SESSION: "Global Strategy Case Study Analysis"**

*EGADE Building, Room 5601*

*Overview: **Farzad Alvi**, Professor of Global Strategy*

The afternoon session will involve analysis of a global strategy case study. *Students will work in groups, and also perform an individual analysis.*

**PRE- READINGS**

Isenberg, D.J., 2008 (Dec), 'The global entrepreneur', Harvard Business Review, pp.107-111.

Khanna, T., Palepu, K.G., and Sinha, J., 2005, (June), 'Strategies that fit emerging markets', Harvard Business Review, pp. 63-76.

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**Thursday, March 20**  
**EMERGING NATION FIRM STRATEGIES FOR INTERNATIONAL  
COMPETITIVENESS AND DEVELOPMENT**

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*\*\*\*Finger food and Cold & Hot drinks will be supplied all day at Dining room X\*\*\**

**9:00 - 10:30 HRS CLASS SESSION: "International Competitiveness and Development"**

*EGADE Building, Room 5601*

*Overview: Luis Garcia-Calderon, Professor of Strategy and International Competitiveness*

We will explore the building of a long-range vision in the framework of the globalization process and from the viewpoint of emerging nations such as Mexico, by understanding the international context, and the opportunities which entrepreneurial and institutional leaders should understand in order to cope with globalization and contribute to economic development.

**10:30 – 11:00 HRS COFFEE BREAK**

*(Dining room 2, EGADE Building 7<sup>th</sup> Floor)*

**11:00 - 12:30 HRS CLASS SESSION: "Strategies of firms from emerging nations based on localizing factors"**

*EGADE Building, Room 5601*

*Overview: Luis Garcia-Calderon, Professor of Strategy and International Competitiveness*

We will explore the basic strategic approach of a set of emerging country multinational companies from Latin America, Spain, India and China, in order to emphasize a key point, that globalization paradoxical as it may seem on the surface, is

fostering a new generation of firms in emerging nations, with a kind of entrepreneurship that is reflected in strategies of extreme differentiation drawn from the local contexts of the societies in which the emerging nation firm were hatched called localizing factors.

**12:30 – 14:00 HRS LUNCH**  
(Dining room x, EGADE Building 7<sup>th</sup> Floor)

**14:00 a 16:00 HRS -CLASS SESSION: "Strategies of firms from emerging nations based on localizing factors"**  
*EGADE Building, Room 5601*

*Overview:* **Luis Garcia-Calderon**, Professor of Strategy and International Competitiveness

We will explore the basic strategic approach of a set of emerging country multinational companies from Latin America, Spain, India and China, in order to emphasize a key point, that globalization paradoxical as it may seem on the surface, is fostering a new generation of firms in emerging nations, with a kind of entrepreneurship that is reflected in strategies of extreme differentiation drawn from the local contexts of the societies in which the emerging nation firm were hatched called localizing factors.

**19:00 HRS- NETWORKING NIGHT (Conference and cocktail)**  
Students will have the opportunity to meet and share with other students and graduates of EGADE Business School and GNAM in Mexico.

**Guest speakers:** Brenda Lando (*MBA at NYU, and Manager at Google Mexico*), **"Culture of innovation: secret to Google's success"** other guest speaker TBA.  
*EGADE Building 7<sup>th</sup> Floor*

**Friday, March 21**  
**STRATEGIES FOR INTERNATIONAL COMPETITIVENESS**  
**AND DEVELOPMENT**

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*\*\*\*Finger food and Cold & Hot drinks will be supplied all day at Dining room X\*\*\**

**9:00 - 10:30 HRS -CLASS SESSION: "Formulating Strategies for Achieving Competitiveness in Emerging Nations: The Case of México"**  
*EGADE Building, Room 5601*

*Overview:* **Luis Garcia-Calderon**, Professor of Strategy and International Competitiveness

We will explore what are the problems for emerging nations such as Mexico for economic development. How does it compare with other emerging countries from other regions of the world?

10:30 – 11:00 HRS **COFFEE BREAK**  
(Dining room 2, EGADE Building 7<sup>th</sup> Floor)

11:00 - 12:30 HRS **CLASS SESSION: "Development in the Global Era"**  
*EGADE Building, Room 5601*

*Overview:* **Luis Garcia-Calderon**, Professor of Strategy and International Competitiveness

We will explore why some nations or regions are highly competitive internationally while others are not? What are the best practices in regional and national development that have been applied by countries such as Japan, South Korea, China, Ireland, Italy, and other regions that have taken them from poverty to high levels of growth and income, and how does it relate to the firm level strategies based on localizing factors.

12:30- 1:00 PM - **LUNCH**  
(Dining room x, EGADE Building 7<sup>th</sup> Floor)

1:00 PM-3:00 PM – **COURSE WRAP-UP**  
(Dining room x, EGADE Building 7<sup>th</sup> Floor)

**PRE-READINGS FOR Luis Garcia-Calderon SESSIONS (Thursday & Friday):**

Strategy based on Localizing Factors: Emerging country entrepreneurship. Robert E. Batres & Luis Garcia-Calderon. Working paper, 2010.

Emerging Giants: Building World Class Companies in Developing Countries. Tarun Khanna & Krishna G. Palepu. Harvard Business Review, October 2006.

Building a Cluster: Electronics and Information Technology in Costa Rica. Harvard Business School Case. September 22, 2006. Product number: 9-703-422

## GRADING

Final grades will be based on a student's performance and each instructor will evaluate 1/3 of the course. The final course grade will be the total sum of the three. Each individual evaluation shall be weighted as follows:

Instructor 1 Evaluation (A. Capote)	
In class individual participation	60%
Case Study	40%

Instructor 2 Evaluation (F. Alvi)	
Case Study Group Presentation:	35%
Individual Strategy Analysis:	65%

Instructor 3 Evaluation (L. Garcia-Calderon)	
In class individual participation	20%
Case Study	40%
Group Class activities	40%

**\*The course outline above is subject to change at the discretion of the Instructor.**

## ABOUT THE INSTRUCTORS

### Alfredo Capote

Professor Capote holds a BS and MS in Chemical Engineering at ITESM, 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).

It is currently Director of Corporate Relations and Professor of Business Strategy at The 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.

## **Farzad H. Alvi**

Dr. Alvi earned his Ph.D. in International Business from the University of Cambridge and his Doctor of Jurisprudence degree from Indiana University. He received his MBA from the University of Toronto and his bachelor's degree in Politics, Economics, Rhetoric and Law from the University of Chicago.

Dr. Farzad Alvi is currently a full-time professor at EGADE Business School and before that worked for 11 years in investment banking, most significantly with Deutsche Bank and ABN AMRO Bank, based at various times in Indonesia, Hong Kong and Amsterdam. His area of expertise is emerging markets.

## **Juan Enciso**

Dr. Enciso has an expertise in International Commerce and Logistics. He is currently Economics professor of EGADE Business School, Monterrey.

## **Luis Garcia-Calderon**

Dr. García-Calderón's research focuses on strategy, international competitiveness, organizational theory, strategic informatics, technology and innovation, chaos and complexity theory applied to organizations. He teaches the courses Organizational Strategy, Structure and Processes; Organizational Theory and Design; Strategic Alliances and Redesign; Innovation and Complexity in Services; and International Competitiveness and Development.

Dr. Luis García-Calderón has worked for over 11 years in the area of informatics in private enterprise, including with two of the most important industrial groups in Mexico, such as: Vitro Corporativo and Digital Equipment Corporation.

He has 24 years of experience as a professor. He was Director of the Mathematics Department at Universidad de Monterrey (UEM).

He's now a full professor at EGADE Business School in the Management Department.

## **INTERNET ACCESS**

Please select the following WiFi: INVITADO CSF and enter your student e-mail address.