



Agenda

Strategic Innovation and Management in Emerging Markets: Latin America

EGADE Business School, Santa Fe

Mexico City, Mexico

October 15th - 19th, 2018

Monday, October 15th

07.45

Registration

Course material distribution

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

08.00

Welcome

José Antonio Quesada, Director, EGADE Business School, Santa Fe

Eric Porras, PhD, MBA National Program Director

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

Group Photo

Stairs located in between the bus stop and the Porrúa Book Store

Meeting Point. Look for the Global Network Week roll up

08.30 - 10.30 Guest Speaker

"Mexico as a Country Brand"

Carla Sánchez Armas, Coordinator of Country Brand at the Presidency of Mexico

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

10.30 - 10.45 **Coffee Break**

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

10.45 – 12.15 **"Mexico and Latin America: An Economic, Social and Political overview"**

Raul Montalvo, PhD, Professor in Finance and Economics

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

Overview.

In the last years due to the configuration and dynamics of the world, the emerging economies have played an important role in the global arena. Many points can be discuss from labor costs to economies of scale or the creation of production chains. Under this context, some Latin American countries are participating of this reality.



In the particular case of Mexico, there are some important issues such as its geography, development of some industries, FDI, etc. which make the country an interesting place to analyze.

During this session, we will be talking about both Latin America and Mexico, in order to understand their situation and challenges in this new global economic, social and political reconfiguration.

Complementary reading

- Mexico, Economic Outlook, OECD 2108

12.15 - 12.30 Coffee Break

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

12.30 – 14.00 "Mexico and Latin America: An Economic, Social and Political overview"

Raul Montalvo, PhD, Professor in Finance and Economics
Room 5602, Level 6, EGADE Business School, Santa Fe

14.00 - 18.00 The Spice Jar Workshop & Lunch

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

"Strategic Innovation and Management in Emerging Markets: Latin America"

Fernando Moya, Director of the Entrepreneurship and Innovation Department

Luis Antonio Márquez, Professor in Management, Entrepreneurship and Marketing

Gerardo Delgado, Executive Chef at Boutique Hotel Parque México

Alicia Boy, Consultant and Journalist in tourism, gastronomy and lifestyle

Tuesday, October 16th

08.00 - 09.30 "Inter-Cultural Management in Latin America"

Juan Carlos Rivera, Professor in International Business
Room 5602, Level 6, EGADE Business School, Santa Fe

09.30 - 09.45 Coffee Break

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



Overview.

Comprising 26 countries with a population of over 600 million inhabitants, Latin America presents itself as a region with immense economic potential for its diversity on markets, its young population, the rise of various of its economies and the natural layout of its geography bridging Asia, North America, Europe and Africa.

Still, and precisely due to the sheer size of the continent and the multiplicity of its markets, Latin America offers a real challenge for those unprepared to deal with cultural, social, political and even religious characteristics. On this session we will discuss in extent how to navigate effectively the many parts of Latin Culture in their various regions; how Latins interact, think, behave and most especially, how they do business.

In today's globalized and highly competitive world, this knowledge has become ever more important, as this awareness will make, or break even the most profitable business.

Complementary reading

- Mexico, Economic Outlook, OECD 2108

09.45 - 11.15 **"Inter-Cultural Management in Latin America"**

Juan Carlos Rivera, Professor in International Business
Room 5602, Level 6, EGADE Business School, Santa Fe

11.15 - 11.30 **Coffee Break**

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

11.30 - 13.00 Guest Speaker

"Social Innovation: A challenge for the Society"

Salvador Alcalá, Holder of the Secretariat of Citizen Liaison.
Room 5602, Level 6, EGADE Business School, Santa Fe

Complementary reading

- Social Innovation as drivers as social change – Tarde's disregarded contribution to social innovation theory buildings

13.00 - 13.50 **Lunch**

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

Cultural Visit



The National Museum of Anthropology

The largest and most visited museum in Mexico

Group gathers at the Bus Stop located at “*La Fuente*” (the fountain located in front of FEMSA building)

14.00 Bus departure

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

15.00 – 16.50 Guided Visit

17.00 Bus departure

Networking Event

Mezcal Taste

18.00 Arrival **La Niuyorking Bar**

20.00 Bus departure

21.00 Arrival to EGADE Business School

Wednesday, October 17th

09.00 - 10.30 **"The Entrepreneurial Ecosystem in Latin America"**

Luis Antonio Márquez, Professor in Management, Entrepreneurship and Marketing
Room 5304, Level 3, EGADE Business School, Santa Fe

Overview. An introduction to the creative and innovative managerial practices of successful entrepreneurship. This course review the methodology to design a successful entrepreneurial business models and the initial challenges these business models encountered.

10.30 - 10.45 **Coffee Break**

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

10.45 - 12.15 **"The Entrepreneurial Ecosystem in Latin America"**

Luis Antonio Márquez, Professor in Management, Entrepreneurship and Marketing
Room 5304, Level 3, EGADE Business School, Santa Fe



12.15 - 13.15 **Lunch**

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

13.30 – 14.50 **Guest Speaker**

Innovation, can improve the people's lives

Jana L. Nieto Karam, Government Affair & Social Responsibility

3M Mexico

Room 5304, Level 3, EGADE Business School, Santa Fe

Company Visit

3M, Innovation Center

American multinational conglomerate corporation operating in the fields of industry, health care, and consumer goods

Group gathers at the bus stop located at "*La Fuente*" (the fountain located in front of FEMSA building)

15.00 Bus Departure

15.15 Arrival to **3M**

15.30 - 17.30 Guided Visit

17.45 Bus Departure

18.00 Arrival to EGADE Business School, Santa Fe

Thursday, October 18th

Company Visit

Coca Cola - FEMSA

Mexican multinational beverage company

Group gathers at the Bus Stop located at "*La Fuente*" (the fountain located in front of FEMSA building)



10.30 Bus departure

10.50 Arrival to **Coca Cola - FEMSA**

11.00 – 12.50 Guided Visit

13.00 Bus departure

13.15 Arrival to EGADE Business School, Santa Fe

13.30 - 14.30 **Lunch**

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

14.30 - 16.00 **“Building a strong brand. The contrasting effect of an SME versus a MNE brand in the Mexican and Latin American region”**

Edgar Centeno, Professor in Management, Entrepreneurship and Marketing
Room Aula Magna, Level 3, EGADE Business School, Santa Fe

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.

16.00 - 16.15 **Coffee Break**

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



16.15 - 17.45 **“Building a strong brand. The contrasting effect of an SME versus a MNE brand in the Mexican and Latin American region”**

Edgar Centeno, Professor in Management, Entrepreneurship and Marketing
Room Aula Magna, Level 3, EGADE Business School, Santa Fe

Pre reading

- Brand Asset Valuator Whitepaper – Young & Rubicam Group

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

Friday, October 19th

09.00

Wrap Up

Fernando Moya, Director of the Entrepreneurship and Innovation Department
Room Aula Magna, Level 3, EGADE Business School, Santa Fe

Program Closing

José Antonio Quesada,
Director, EGADE Business School, Santa Fe

Eric Porras, Ph.D.,
MBA Program Director

Lunch

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



ABOUT THE INSTRUCTORS

Raúl Montalvo

Dr. Raúl Montalvo is the Director of EGADe Business School Guadalajara and professor of Economics. He previously held different leading positions within Tecnológico de Monterrey Campus Guadalajara, Director of the Graduate Business School (2010-2014); Director of the Graduate Business School and of the Virtual University (2008–2010); Director of the Graduate School in Administration and Business Management (2004-2008).

Before joining Tecnológico de Monterrey, he was associate researcher in Applied Macroeconomics and Optimal Stochastic Control at the Centro de Investigación y Docencia Económicas A.C. (CIDE) a prestigious economic research and education center in Mexico and in the private sector worked in the insurance sector. Additionally, he has provided consulting services for different companies.

Dr. Montalvo's fields of research and teaching expertise cover theoretical and applied microeconomics, economics of the enterprise, industrial organization, econometrics, game theory and international economics, areas in which he has taught at the Master's, Ph.D. and Executive Education programs at EGADe Business School. He has also been visiting professor in countries such as England, Peru, Ecuador,

Colombia, Panama and the United States. As a part of the consortium of top leading Business Schools GNAM (Global Network for Advanced Management) where EGADe Business School is member, he taught in 2015 and 2016 a SNOC (Small Network Online Course) to students of Yale School of Management, Fudan University, UCD Michael Smurfit Graduate School of Business, Hitotsubashi University, among others.

He has published and co-authored 6 books, 10 book chapters, 15 scientific articles and various publications and participations in newspapers, journals and television.

He has been a member of several professional associations, such as the Economic Analysis Committee of COPARMEX, Jalisco; the Committee for Economic Development of the American Chamber of Commerce, Jalisco (where he is currently member of the board). Member of the advisory board of the Secretary of Economic Promotion of the State of Jalisco; (2007-2008); Jalisco's Science Academy and the Institute of Statistical and Geographical Information (IIEG). He is also member since 2008 of the National System of Researchers of Mexico (SNI), which belongs to the federal government's National Council for Science and Technology (CONACYT), where he is "Level 1".

Dr. Montalvo holds a Ph.D. in Economics from the University of Essex, a Master's in Economics from the Centro de Investigación y Docencia Económicas, A. C. (CIDE), and a bachelor's in Computer Science Management. He also studied short courses in Geographical Economics and Overlapped Generations at the Universidade Técnica de Lisboa; Business and Chinese Market in



Fudan University and Peking University; Data Visualization at Stevens Institute of Technology and Entrepreneurship at Babson College.

Luis Antonio Márquez

Luis Antonio Márquez Heine is Director of the Full-Time MBA in Innovation & Entrepreneurship, Director of the Center for Innovation and Entrepreneurship at EGADe Business School Mexico City and Full-Time Professor in Finance for the Entrepreneurship at EGADe Business School.

From November 2012 to September 2016, Luis Antonio Márquez Heine served as Country Manager of Bricapital in Mexico, a private equity firm specializing in sectors such as real estate and hospitality. From 2004 to 2012, he was Director General of the Mexican Private Equity Association (AMEXCAP), where he was responsible for developing and promoting the private capital industry in Mexico, as well as managing and promoting public policies to develop the private capital sector. During his tenure at AMEXCAP, the Association has grown from four to more than 65 member funds, 45 of which are private equity funds with a committed capital of \$8 billion. Before joining AMEXCAP, he worked in the public sector as National Coordinator of Planning and Prospecting, in the Presidency of the National Council for Culture and Arts (2002-2003).

Luis Antonio Márquez Heine is and has been a member of the Board of Directors of several companies including Mision, Serfimex, Exitus Nómina, Big Bang, GC Capital, among others. He also participates in the investment boards for venture capital projects for the Mexican Council of Science and Technology (Conacyt), as a Member of the Evaluation Committee of the Technological Innovation Fund (FIT). He has been Professor of Law and Economics at the Universidad Iberoamericana since February 2016. Luis Antonio is currently conducting a weekly radio program to promote entrepreneurship in Mexico, Escala 91.7 FM.

Since 2006, he has been involved in five philanthropic projects including Fundación Camino a Casa and Oficina del Patrimonio de la Beneficiencia Pública.

Luis Antonio holds a Master's degree in Public Administration (1997) from the John F. Kennedy School of Government at Harvard University, a Law Degree (1995) from the National Autonomous University of Mexico and a postgraduate degree in Marketing from Tecnológico de Monterrey. He earned the Fulbright scholarship for best practices of government from the US Department of State.

Fernando Moya

Director of the Entrepreneurship and Innovation Department.

Dr. Fernando Moya has 20 years' experience in the Tecnológico de Monterrey System, teaching classes on entrepreneurship and finance continuously throughout this time. Concurrently 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.

Dr. Moya 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 founded the company Productos FB S.A. de C.V., which produces and markets organic coffee. At present, he runs the Center for Entrepreneurship and is the liaison between the EGADe Business School and the Tecnológico de Monterrey campuses.

Juan Carlos Rivera

Has academic and professional experience in international business, negotiation, global strategy, international marketing and global education, as well as to extensive specialized practice in over 45 countries in every continent of the world.

Juan Carlos earned his Bachelor's degree in International Trade from Tecnológico de Monterrey, holds a Master's in International Business from Thunderbird School of Global Management in the USA, and concluded his Ph.D. studies at ISM in Paris, France. Also, he holds several diploma accreditations ranging from Marketing, Business Administration, Negotiation, Leadership, Innovation, Consultancy and Family Business Development, to Ethics and Citizenship, European Business, Latin American Business, Motivation and numerous English courses.

He has vast international capabilities, gathered from his successful career at PepsiCo, PEMEX International, the National Association of Universities and the Tecnológico de Monterrey. Such opportunities have taken him to countries, cities, companies and universities all around the world, where he has performed key roles as team leader, project developer, keynote speaker, consultant and diplomatic representative, among many others.

Amongst the many forums, corporations and institutions that he has collaborated with, the following can be noted. the Institute of International Education, UN, World Bank, FedEx, Unilever, P&G, BMW, Lenovo, Bimbo; the Sorbonne University in France, Shanghai University of Finance and Economics in China, Auckland University in New Zealand, University of Edinburgh in the UK, Minas Gerais University in Brazil, KAUST University in Saudi Arabia, USC in the United States, University of Cape Town in South Africa and institutions in every state in Mexico.



Currently, he is the Director of the International Business Department at the Tecnológico de Monterrey Santa Fe Campus, and the Director of the Center for Asian and Latin American Business at that same location.

Edgar Centeno

Dr. Centeno joined EGADE Business School, Tecnológico de Monterrey as a Marketing professor in 2016. He is a PhD-level honorary research member at the University of Strathclyde, Scotland (United Kingdom) and a visiting professor at the Pablo de Olavide University, Seville (Spain). He is a member of the advisory board of the Research Group on Regional Image and Projection at the University of Cantabria (Spain). He is also a level 1 member of the Conacyt National Researcher System (SNI).

Dr. Centeno has more than 15 years of marketing and brand management experience and has held senior-level positions in global companies such as The Coca-Cola Company, L'Oréal, and Colgate-Palmolive. In SMEs, he created the marketing department at Notmusa Publishing House and the Odda Company, and at Odda he was the co-founder and director of International Marketing.

Since 2010, Dr. Centeno has been the regional editor for Latin America and the Caribbean at the *Journal of Place Branding and Public Diplomacy*, and a guest coeditor for the special issue on the interlink between Marketing and SMEs in the *Journal of Marketing Intelligence & Planning*. In 2014, he was named member of the Editorial Review Board of the prestigious brand publication, *Journal of Product and Brand Management*.

His research focuses in the areas of consumer - brand relationships, SME brands, and green and health brands. His teaching interests include topics such as. Strategic Brand Management, New Product Development and Global Brands, Marketing for Entrepreneurs and International Marketing. He has published several articles in international peer-reviewed journals, co-edited a book entitled "*New Perspective of Contemporary Marketing*" and a chapter entitled "Let us listen to the voice of women in management in the twenty-first century. A longitudinal study," in a book entitled "*Handbook on Well-Being of Working Women*".

Dr. Edgar Centeno was awarded his PhD in Marketing by the University of Strathclyde, Scotland (United Kingdom) and an MBA by Clarion University of Pennsylvania (United States). He also won a UN and U.S. Embassy scholarship to undergo his undergraduate degree in Business Administration with a specialization in Marketing, at the same institution.

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