

**GLOBAL NETWORK FOR  
ADVANCED MANAGEMENT**



ESCUELA DE ADMINISTRACIÓN  
FACULTAD DE CIENCIAS ECONÓMICAS  
Y ADMINISTRATIVAS

**| MBA**

HOST	: PONTIFICIA UNIVERSIDAD CATOLICA DE CHILE, SCHOOL OF BUSINESS
NAME	: <b>GLOBAL NETWORK FOR ADVANCED MANAGEMENT (GNAM)</b> October 16 <sup>th</sup> to 20 <sup>th</sup>
TOPIC	: <b>MARKETING DISRUPTION IN LATIN AMERICA</b>
ACRONYM	: EAM429
CREDITS	: 5 UC/ 3 SCT
MODULES	: 01/Quarterly
REQUIREMENTS	: GNAM School MBA Student
GRADING	: Standard (Grades 1.0 to 7.0)
ADMIN. CONTACTS:	Claudio Guzmán, Marketing Professor ( <a href="mailto:cguzmaca@uc.cl">cguzmaca@uc.cl</a> ) Monique Delaveau, International Coordinator ( <a href="mailto:mdelaveau@uc.cl">mdelaveau@uc.cl</a> )

## **I. DESCRIPTION**

In recent years we have seen important global changes in the behavior of consumers and shoppers that have forced companies to review their Business Models in general and especially their Marketing Strategies. It is important to distinguish those elements that have caused these changes, such as digital disruption, the search for a purpose in brands and the need for greater convenience for consumers given their lifestyle. On the other hand, it is important to understand in more depth the differences of these changes in the different regions of the world. In particular, Latin American consumers have been strongly affected by the sharp economic and geopolitical deterioration. Poverty rates and uncertainty levels for investment have increased in Latin America and this makes it even more challenging to lead Brands that can play a role in this scenario. Each crisis brings opportunities and it is specifically in this environment in which creativity, the search for new business models and the consistency of commercial strategies will be key to winning.

This course seeks to understand, analyze and discover the marketing strategies that are being developed in the business environment and in particular from the perspective of mass consumption in Latin America.



## II. OBJECTIVES

At the end of this workshop, the participant will:

1. Understand the main changes in latinamerican consumers and shopper behaviors.
2. Discuss in group business cases related with challenge competitive enviroment
3. Learn about the regional landscape of actors in the fast moving consumer goods sector
4. Learn a diverse set of innovative tools and practices
5. Discuss with Chilean executives and entrepreneurs how they are facing the current challenging scenario

## III. EVALUATION

Cases discussion: 50%

Group Assignment: 50%

## IV. METHODOLOGY

A combination of case discussions about firms operating in Latin America, lectures by different professors and guest executives, and visit companies will be the main methodologies of this course.

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**V. SESSIONS & FACULTY (TO BE CONFIRMED)**

**MONDAY March 16**

**Session 1:** Omnichannel Strategy for better brands (8:30 AM-10:15 AM Chile Time)  
**Professor: Hernán Palacios.** M.Sc. in Economics, Duke University, EE.UU.  
Commercial Engineer, U. de Chile.

**Session 2:** Channel Strategy in Latam (10:30 AM - 12:00 AM Chile Time)  
**Professor: Hernán Palacios.** M.Sc. in Economics, Duke University, EE.UU.  
Commercial Engineer, U. de Chile.

**14.30 a 17.00. Company Visit. Pisco Capel.**  
**"Le Pac" Business Case. How to reposition a Brand through a Social Media experiment.**  
Juan Staut, Marketing Manager Corporativo Capel.

**TUESDAY March 17**

**Session 3:** Innovation in Business Models (10:30 AM- 11:45 AM Chile Time)  
**Professor: Jorge Tarziján.** Commercial Engineer, UC; MBA, Université catholique de Louvain, Bélgica; Ph.D. in Managerial Economics and Strategy, Kellogg, Northwestern University, EE.UU.

**Session 4:** Business Models Case in Latin America (12:00 PM- 13:15 PM Chile Time)  
**Professor: Jorge Tarziján.** Commercial Engineer, UC; MBA, Université catholique de Louvain, Bélgica; Ph.D. in Managerial Economics and Strategy, Kellogg, Northwestern University, EE.UU.

**Free Lunch: 13.15 to 14.30 hrs.**

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**15.30 a 17.00. Not Co Visit, unicorn techfood company.**

**WEDNESDAY March 18**

**Session 5: Pricing Strategy in Latam (8:30 AM- 10:15 AM Chile Time)**

**Professor: Andrés Ibáñez.** Commercial Engineer, UC; MBA, Kellogg School of Business, Northwestern University, EE.UU

**Session 6: Segmentation: a key factor of success (10:30-12:00 PM Chile Time)**

**Professor: Andrés Ibáñez.** Commercial Engineer, UC; MBA, Kellogg School of Business, Northwestern University, EE.UU

**Lunch: 12.30 to 14.00 hrs.**

**Supermarket & Department Store Visit.**

**THURSDAY March 19**

**Session 7: eBusiness. The commercial digital Transformation (8:30 AM-10:15 PM Chile Time)**

**Professor: Claudio Guzmán.** MBA and Commercial Engineer, Pontificia Universidad Católica de Chile.

**Session 8: The new role of Marketing and Sales in Latam.**

**Professor: Claudio Guzmán.** MBA and Commercial Engineer, Pontificia Universidad Católica de Chile.

**Lunch: 12.30 to 14.00 hrs.**

**15.30 a 17.00 Wildfood visit, disruptive healthy snacks company**

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**FRIDAY March 20**

**Session 9:** Brand strategy evolution in latin America (8:30 AM - 10:15 AM Chile Time)

**Professor: Jorge Herrera.** Commercial Engineer, UC; MBA, HBS, Harvard University, EE.UU.

**Session 10:** Retail landscape (10:30 AM – 12:00 AM Chile Time)

**Professor: Agustín Solari.** Commercial Engineer, U. de Chile. MBA, Wharton School.