Illuminate
The Campaign for the Future of INCAE
CASE
Pilares de la Campaña
Estrategia y Timeline
INCAE’s First 50 years

• ~15,000 graduates (MBA, PAF, PAG, CALI)
  – Top positions in business, also government, civil society, media
  – 95% stay in Latin America, rest all over the world
  – +40% with updated information in Alumni Database

• +200,000 executives trained
  – Mostly private, but also public sector, civil society
  – Broad range of programs

• Thousands of publications
  – ~5,000 cases, technical notes
  – Hundreds of papers
  – Hundreds of articles
  – Dozens of books
INCAE’s First 50 years (continued)

• Cutting edge education
  – First and largest full-time MBA in Latin America
  – Case-based method
  – Agribusiness (70s)
  – Financial and business economics (80s)
  – Natural resources (90s)
  – Industrial and technology management (90s)
  – Sustainable development (90s)
  – Corporate social responsibility (00s)
  – Center for Women’s Leadership
INCAE’s First 50 years (continued)

• Public policy & private initiatives (advisory role)
  – Advisory Center (Managua earthquake)
  – Policy Center
  – Business Leaders for Sustainable Development
  – Latin American Center for Competitiveness and Sustainable Development
  – Center for Entrepreneurship & Innovation
  – Central American Agenda for the 21\textsuperscript{st} Century
  – CAFTA Implementation
  – Ecobanking
  – Market Intelligence Center for Sustainable Markets
# A Different Region

<table>
<thead>
<tr>
<th></th>
<th>1964</th>
<th>2009*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>14.3m</td>
<td>40.7m</td>
</tr>
<tr>
<td>GDP/pc (US$2000)</td>
<td>$1,363</td>
<td>$2,363</td>
</tr>
<tr>
<td>GDP*</td>
<td>$4,069m</td>
<td>$117,941m</td>
</tr>
<tr>
<td>Exports*</td>
<td>$749m</td>
<td>$35,023m</td>
</tr>
<tr>
<td>Integration</td>
<td>Closed to the rest of the world</td>
<td>VERY open and increasingly so</td>
</tr>
</tbody>
</table>

* Not including Panama
Índice de Apertura Comercial (I + E) / PIB

1985
I: 8,9 (US$ bn)
E: 8,5 (US$ bn)

2002
I: 60 (US$ bn)
E: 47 (US$ bn)

2007
87%

55%

78%
A Different Region (continued)

Still under-represented in global trade
Main export products (US$m)

<table>
<thead>
<tr>
<th>Product Description</th>
<th>1997</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maquinas, aparatos y material eléctrico</td>
<td>470</td>
<td>(6)</td>
</tr>
<tr>
<td>Frutas</td>
<td>1497</td>
<td>(2)</td>
</tr>
<tr>
<td>Café</td>
<td>2088</td>
<td>(1)</td>
</tr>
<tr>
<td>Máquinas, aparatos y artefactos mecánicos</td>
<td>---</td>
<td>919</td>
</tr>
<tr>
<td>Preparaciones alimenticias</td>
<td>---</td>
<td>851</td>
</tr>
<tr>
<td>Instrumentos ópticos, fotográficos y cinematográficos</td>
<td>---</td>
<td>693</td>
</tr>
<tr>
<td>Plástico y relacionados</td>
<td>---</td>
<td>520</td>
</tr>
</tbody>
</table>
Evolución de la IED en el Istmo Centroamericano (en millones de US$)

1990: US$ 180
1998: US$ 230
2002: US$ 20+ 
2004: US$ 230
2006: US$ 1500+
2007: 5254

A Different Region (continued)
Different levels of productivity:

- Chile (+)
- Mexico, Guatemala, El Salvador, Costa Rica, Panama, Colombia, Peru, Brazil, Uruguay, Argentina (~)
- Dominican Republic, Honduras, Nicaragua, Venezuela, Ecuador, Bolivia, Paraguay (-)
Two integration “axes”:

- **FTAs with USA (fmr FTAA)**
  - Many common rules
  - Potential common platform

- **ALBA**
  - Not well (or fully defined)
  - Not exclusive from other FTAs
A Different Region (continued)

• New leaders with much greater political power through elections (less democracy, not more)

• Alignment with new regional initiatives (ALBA, PetroCaribe, BancoSur, etc.)

• Self-funded (oil, drugs) vs. externally funded

• “Anti-USA” – “Anti-empresa”?
A Brave New World

• Geopolitics
  – From U.S. v Soviet Union → U.S., Europe, Japan, China
  – From “organized” → .... messy...

• Geoeconomics
  – From U.S. → U.S. + Europe, Japan, China, India
  – From industrial base → knowledge base
  – From local finance → much larger global finances
  – From non-constraining resources → very scarce resources

• Global conflicts
  – From Cold War → Hot Peace
  – From polit-econ systems → Religion, race
  – From national foes → Non-national threats: terrorism, drugs
  – From NATO v Warsaw → Nations v movements
A Brave New World (continued)

• Hyper-connected (relatively speaking)
  – From many languages → English (widely badly spoken)
  – From wired-phones → cell / satellite phones, home satellites
  – From transoceanic routes + “few” long flights → space tourism
  – From typewritten letters → email (already passe), IM, Twitter
  – From anonymity → heavily described

• Heightened power of individuals
  – Newspapers → blogs
  – Network news → cable → blogs → Twitter
  – Guards standing at the door → Hackers
A Whole New People

- From knowing through travelling → seeing all places
- From reading for hours → videogames for hours
- From sitting in front of the TV → TV, IM, music (simult)
- From parents know better than children → the opposite
- From teachers know better than students → the opposite
- From Encyclopedia Britannica → Wikipedia
- From going to the library → Google
- From school, college, work → school, dropout, Microsoft
- From 4 years of college → XX hours of Univ of Phoenix
- From grad school → ??
INCAE’s Current Activities

• MBA Program
  – 350 students in 2009 (21 nationalities)
  – 18 and 15 month formats
  – English section
  – Second year Spanish & English electives
  – Continuous program: 2-academic years, 8 modules
  – Case-based, non-virtual
  – Management Consulting Practice (8 weeks)
  – Concentrations:
    • Financial economics
    • Industrial management and technology
    • Marketing
    • Sustainable development
  – MIAM (with CATIE): International Agribusiness Management
INCAE’s Current Activities

• Executive Education
  – ~ 5,000 executives in 2009
  – More in-company (tailor made) than open programs
  – In Spanish
  – Case-based and lectures, very little virtual learning
  – All lengths, all formats
  – All subjects
  – Innovative issues (e.g. sustainability management)
  – Most successful (resilient to crisis): longer, top mgmt programs
  – So far: supply-driven (in process of change)
INCAE’s Current Activities

• Advisory role – Think tank
  – Respect in the region and outside
  – Ongoing: ECOBANKING, CIMS, etc.
  – Regional voice outside the region (potential for much more)
  – Expo-Nicaragua (very close training and follow-up)
  – Microfinance Gateway (knowledge and web site)
  – Regional strategy (SNV, Copenhagen, SIECA, MEP)
  – Research in RSE (new book)
  – Sustainability Management Program
  – Joint program INCAE-CATIE-Zamorano (natural resource mgmt)
  – Central America’s strategy for sustainable tourism
  – Research on association strategies for SMEs (IADB)
  – Cluster development (latest: fashion industry in Bogota, audiovisual in Costa Rica)
INCAE’s Key Assets

- Alumni network (+40% updated)
- Private sector network (in INCAE-7)
- World-class faculty
  - Expertise in developing regions
  - Expertise in sustainable development
  - Expertise in discussion facilitation
  - Real-world knowledge
- Participant-centered learning (frmr case method)
- Two campuses (only major Latin American business school)
- Political neutrality
- Recognition of leading Latin American business school
- Academic prestige
INCAE’s Next 50 Years

• Programs
  – MBA
  – Executive MBA
  – CALI
  – Post-MBA
  – Second career MBA?
  – Lifelong learning?

• Executive education
  – Continuous learning?
  – Continuous partnership?

• Impact
  – Sustainable regional relevance (CLACDS)
  – Continuous support & research
  – Innovation & learning - Entrepreneurship
CASE for INCAE’s Next 50 Years

• Carnegie Communications
• Proceso integral y estratégico

CUATRO PILARES (DIMENSIONES)

• Becas para atraer a los mejores y más brillantes líderes
• Facultad y creación de conocimiento
• Centros de impacto
• Infraestructura
Pilares de la Campaña

1. Becas para atraer a los mejores y más brillantes líderes

2. Facultad y creación de conocimiento

3. Centros de impacto

4. Infraestructura
Guía para levantar US$50 millones

<table>
<thead>
<tr>
<th>Monto de la donación</th>
<th>Número de donaciones</th>
<th>Monto por categoría</th>
<th>Acumulado</th>
<th>Porcentaje del total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,000,000</td>
<td>1 (3)</td>
<td>10,000,000</td>
<td>10,000,000</td>
<td>20%</td>
</tr>
<tr>
<td>$5,000,000+</td>
<td>2 (6)</td>
<td>10,000,000</td>
<td>20,000,000</td>
<td>40%</td>
</tr>
<tr>
<td>$2,500,000+</td>
<td>2 (6)</td>
<td>5,000,000</td>
<td>25,000,000</td>
<td>50%</td>
</tr>
<tr>
<td>$1,000,000+</td>
<td>6 (12+)</td>
<td>6,000,000</td>
<td>31,000,000</td>
<td>62%</td>
</tr>
<tr>
<td>$500,000</td>
<td>10 (25+)</td>
<td>5,000,000</td>
<td>36,000,000</td>
<td>72%</td>
</tr>
<tr>
<td>$250,000</td>
<td>14 (35+)</td>
<td>3,500,000</td>
<td>39,500,000</td>
<td>79%</td>
</tr>
<tr>
<td>$100,000</td>
<td>35 (100+)</td>
<td>3,500,000</td>
<td>43,000,000</td>
<td>86%</td>
</tr>
<tr>
<td>$50,000</td>
<td>50 (150+)</td>
<td>2,500,000</td>
<td>45,500,000</td>
<td>91%</td>
</tr>
<tr>
<td>$25,000</td>
<td>80 (muchos)</td>
<td>2,000,000</td>
<td>47,500,000</td>
<td>95%</td>
</tr>
<tr>
<td>Under $25,000</td>
<td>muchos cientos</td>
<td>2,500,000</td>
<td>50,000,000</td>
<td>100%</td>
</tr>
</tbody>
</table>
Working Together for a Common Goal

- Presidential Advisory Committee
- INCAE Board
- Faculty Campaign Committee
- Country Campaign Committees
- National Committees
- INCAE Staff & Experts