

[IESE] Elective

Driving Business Success in Latin America



Overview

This elective is an experiential week that aims to immerse participants in the reality of doing business in Latin America. Economic and political aspects remain unequal across this region. Individual countries conduct business in a unique way, and a good understanding of the diverse cultural landscape is required in order to be successful in business across the region. The module will start with a historic, political and cultural overview of Brazil and Latin America, with case studies, company visits, guest speakers and networking opportunities with local managers. Participants will gain a firsthand understanding of Brazil and Latin America today from the perspective of local business managers and companies as well as of international companies with operations in LATAM.

Classes will be held at ISE Business School with sessions from IESE and ISE faculty members.

Content

The three courses below will be run during this Elective Module.

Course 1- DOING BUSINESS IN LATIN AMERICA

By [Prof. Fernando Bagnoli](#) (IESE and ISE)

Latin America comprises a large geographical area. Sharing a parallel history and common language – except for Brazil – has misled many who simplistically may have assumed more commonalities than differences among these countries. Historically reliant on commodities, most of these underdeveloped economies with significant inequalities in the distribution of wealth have shown pronounced cycles of boom and bust during the last quarter of the 20th century and first decade of the 21st century. Inflationary processes and sudden currency devaluations have framed both challenging opportunities and huge pitfalls for local and regional family controlled business as well as for global corporations. The opening of these economies together with the development of trade blocks has had a significant impact, and during the latter part of the last decade, most of these countries have shown several years of sustained growth, heavily based on the creeping surge of commodity prices and attraction of foreign investment and trade flows. This has translated in an increase in welfare that has had a direct impact on the consumption patterns of different segments of the population.

Objectives

This course will bring all the pieces of the puzzle together with four sessions with speakers and company visits in order to gain experience from the perspective of Latin American companies that expanded internationally and also international companies that have established themselves in the Latin American market. Participants will also have the opportunity to network with local executives and expats, and economic, social and political expert analysts.

Learning Outcomes

- Understand Latin America social and political environment, emphasis on its diversity.
- Discover the major economic challenges and the forecast for the future (special attention to Brazil).
- Identify growth opportunities for Latin America; from the inside (locals) and outside (foreigners)
- Frameworks to guide decision making in the following areas: new local market opportunities; Internationalization (acquisitions, greenfields, branding); Cultural challenges on mergers

Course 2- MANAGING EXTERNAL GROWTH

By [Prof. África Ariño](#) (IESE)

In recent years, achieving sustainable and profitable growth has become a critical objective for most firms. This course focuses on external growth options -- i.e., strategic alliances and M&As. We will examine under what circumstances each of these options makes more sense, as well as the management challenges associated to each one.

Objectives

The objective of this course is to help participants think about the advantages and disadvantages of each of these options for external growth in order to be able to make the right trade-offs when making real decisions on these issues. The course will help you think and discuss implementation issues associated to both alliances and M&As.

Learning Outcomes

- When to pursue an alliance and when to acquire a company;
- Alliance rationale and alliance management challenges;
- Acquisition rationale and acquisition integration approaches.

Course 3- MARKETING IN LATIN AMERICA

[Prof. Carlos Folle](#) (IESE and IEE, Uruguay)

Marketing management comprises the process of creating, capturing, communicating and sustaining value for the firm's selected customers. Do the aforementioned processes have any particular connotations in Latin America? Context naturally plays a key role in the definition of the appropriate market strategies and companies have learnt – sometimes the hard way – how to identify, anticipate and serve customer and consumer needs in these economies.

Objectives

The purpose of this course is to go beyond the purely circumstantial “flavor of the month” approach, and discuss and understand what some of the underlying issues and peculiarities of the practice of marketing in Latin America are, and the criteria with which companies address them.

Learning Outcomes

- To understand the role of context in the process of making decisions related to:
 - segments and customers (including the so-called “Base of the Pyramid”),
 - pricing (defining marketing strategies also for targeting low-income consumers),
 - brands (articulating brand portfolios and learning how to respond to “b” and “c” brands)
 - channels to market in a particular region of the world
 - services adapted to local /regional needs
 - cultural differences and market connotations of adopting regional strategies
- To adapt business models and going to market strategies to an environment where informal business has an important participation. Both in terms of design and implementation.
- To identify the challenges of Latin American companies seeking to develop and capture opportunities beyond their region and or country of origin.