



INCAE
BUSINESS SCHOOL



REPORT ON PROGRESS

2013-2015

PRME Principles for Responsible Management Education

INCAE ON SUSTAINABILITY

Principles for Responsible Management Education





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EXECUTIVE SUMMARY

This report outlines the sustainability activities that were carried out in all areas of INCAE's work, from 2013 through 2015.

For more than 25 years, topics linked to sustainable development and responsible leadership have been an integral part of the INCAE business model and philosophy. Since April 2008, INCAE has been a signatory of the Principles for Responsible Management Education (PRME).

Under the coordination of the UN Global Compact and leading academic institutions, PRME has developed a set of Principles that provide an engagement framework for higher education institutions to embed responsibility and sustainability in education, research, and campus practices through a process of continuous improvement.

These Principles encompass seven areas: Purpose, Values, Method, Research, Partnerships, Dialogue and Organizational Practices.

Specifically, the following report presents the results of the collection and organization of information related to sustainability and responsible management that is most relevant to INCAE. It showcases advancements, areas of improvement, decisions, and action focus areas.

Key points:

- Sustainable development is a topic that is inherent to INCAE Business School, both in terms of its business philosophy—meaning its strategy, business model and value chain—and its internal structure—meaning its students, board of directors, president, deans, faculty, researchers and administrative staff.
- These principles of responsible management are framed by the INCAE mission: to be a catalyst for sustainable development and social progress in the Latin American region.
- The Latin American Center for Competitiveness and Sustainable Development (CLACDS) is an INCAE center of impact, which for more than 20 years has generated a positive impact for the region in terms of sustainable development. This effort is carried out through strategic partnerships with the public sector, civil society and the private sector.
- More than 60% of the INCAE Business School faculty incorporates topics that are either indirectly or directly linked to responsible management into their courses and research projects. Five faculty members (12%) are specialists in sustainability-related topics.
- In the late 1980s and early 1990s, INCAE was a pioneer in the inclusion of courses related to sustainable development in Latin America. Recently, it has been the region's main promoter of the Social Progress Index.

INCAE Business School PRME Objectives for the 2016-2017 period

- To strengthen the concept of sustainability education.
 - To strengthen the contribution of scientific research.
- To improve institutional communication regarding INCAE's contributions and impact with respect to sustainability.
- To promote topics related to base of the pyramid markets and entrepreneurship.
 - To measure the success of sustainability education on students.
 - To actively participate in the PRME Anti-Poverty Working Group.

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LETTER FROM THE PRESIDENT

ENRIQUE BOLAÑOS



From afar, you'd likely consider INCAE Business School as one of the world's top business schools. Taking a closer look, you'd recognize an institution that is a lot more than a business school. Since its foundation in 1964, its students, faculty and staff have been devoted to contribute to the sustainable growth of Latin America.

- INCAE has been taking and still takes responsibility for the social progress of Central America. For example, in 1972, after a devastating earthquake in Nicaragua, INCAE faculty organized the first disaster response. By the end of the 1970s, during the Nicaraguan Revolution, INCAE faculty decided to continue teaching classes, in spite of being in the middle of a civil war. In the 1990s, Michael Porter and INCAE faculty put together a regional competitiveness strategy for Central America that was implemented

between 1995 and 1999. This was a unique case on the adoption of the concepts put forth by Porter in his book "The Competitive Advantage of Nations" (1990) at the highest level of government. This categorical commitment of our colleagues at the time helped strengthening INCAE's current dedication to support social progress within the region.

- INCAE also takes responsibility for consolidating sustainable growth in Central and South American countries through its more than 15,000 alumni, who give new energy to the region by enhancing existing institutions and developing their own enterprises. Since 1995, with the financial support of Dr. Stephan Schmidheiny, INCAE has promoted its systematic impact on sustainable growth through the Latin American Center for Competitiveness and Sustainable Development (CLACDS). Likewise, since 2014, INCAE has been supporting the implementation of the Social Progress Imperative within the region.

- In emerging countries, effective managers require different—some would say even better—capabilities than managers in the developed world, in order to respond to challenges such as institutional voids, poverty or pollution. For this reason, INCAE faculty members (nearly all holding doctorate degrees from prestigious universities and occupying leadership positions in ministries, companies or nonprofits)

develop specific knowledge to tackle these challenges. INCAE faculty continues writing teaching cases, publishing new concepts, giving lectures and teaching classes focusing on emerging market challenges for organizations in Latin America.

- Recently, INCAE created the Center for Collaborative and Women's Leadership (CCLW), the Latin American Center for Entrepreneurs (LACE) and Health Care Initiatives. INCAE intends to build on previous work and foster its impact on sustainable development regarding three important topics for the region: Leadership, Entrepreneurship and Health Care.

INCAE is proud to be part of PRME. I expect this platform to give us the opportunity to learn from other experts and institutions, as well as to share our experience and knowledge. In order to achieve the United Nations Sustainable Development Goals, Business Schools all over the world need to support each other to take our individual impact to the next level. This is our universal responsibility.

Enrique Bolaños
President. INCAE Business School



INCAE Business School (INCAE) was founded in 1964 as a result of a visit to Central America by President John F. Kennedy in 1963, during which he identified the need for professional management education. President Kennedy charged Harvard Business School with the task of creating the institution, which it accomplished by first establishing a strong knowledge

base through the preparation of case studies, the creation of an "instant alumni network," and the development of advanced management programs for business leaders throughout the region. Today, INCAE is creating innovative, competitive leaders who actively promote sustainable development in their fields.



Programs

INCAE is a graduate level institution. Its programs are mainly run from its two campuses in Costa Rica and Nicaragua, and its students and executive participants mainly originate in Latin American countries, though non-Latin American participation is on the rise.



Accreditations

Rather than accredit INCAE degree programs through a national education system in the region, the school chose to accredit its programs in the United States (SACS and AACSB) and Europe (EQUIS) in order to ensure global standards and prevent national-level influence on the school's mission and offerings.



		2012	2013	2014	2015
Full-time MBA students	Total number of students	246	273	304	310
	Latin American Students	245	270	298	300
	→ Their Countries of origin	15	16	12	15
	Non-Latin American Students	1	3	6	10
	→ Their Countries of origin	1	3	5	5
	Percentage of Women	37%	30%	33%	30%
Participants Executive Education	Total number of students	2714	3996	4767	6592
	→ Their Countries of origin	33	34	35	35
Academic Staff	Full-time	28	30	33	34
	Part-time	7	8	7	4
INCAE Alumni *		13,933	14,371	14,874	15,352

*Includes MBA, GEMBA and other executive programs.

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PURPOSE INSTITUTION AND IMPACT CENTERS

We will develop the capability of students to be future generators of sustainable value for business and society at large, and to work for an inclusive and sustainable global economy.

In 2016, INCAE Business School began restructuring its sustainability strategy, which will be supported by the PRME transformation model.

INCAE Business School educates and strengthens future leaders and decision makers of Latin America. This is a significant responsibility, and provides an opportunity to continue to positively impact the Latin American region, which is complex and presents significant challenges. To ensure that its students are recognized ambassadors of sustainable development and responsible leadership, INCAE supports these topics through its philosophy, vision and mission, which in turn guide its teaching areas, research and impact centers.

Walter Kissling Gam Campus, Costa Rica

Creating a Sustainable Strategy

The Principles for Responsible Management Education (PRME) is a UN Global Compact-backed initiative with the mission to inspire and champion responsible management education, research and thought leadership globally by bridging relationships and catalyzing collaboration among the United Nations, the Global Compact and academia.

PRME developed the transformational model as presented in the figure below to support business school strategies through a process of continuous improvement. The model takes into consideration the complexities and specificities of integrating sustainability values into business/management schools and programs.

PRINCIPLE 1 : PURPOSE



INCAE has always been focused on sustainability and responsibility. This year, however, a new strategy was launched through the PRME transformational model.



Top-down commitment:

INCAE leaders such as the President of the board, President, Dean of Faculty, Dean of Executive Education and Master's Programs Executive Director are committed to the implementation of the PRME principles.



Bottom-up commitment:

The faculty's commitment is represented by professors who are actively committed to sustainable development and responsible management. Regarding administration, the Environmental Management Office heads up INCAE's environmental sustainability initiatives.



Resources:

INCAE has faculty members who work and research responsible management topics (with access to budget for research), as well as impact centers, research chairs and courses included in the MBA and GEMBA programs.



Long-term Planning:

In process.



Implementation:

In process.



Reporting & Communicating:

In process.



Strategy:

In process.



Assessing Impact:

Planned for 2017.

INCAE Business School PRME Objectives for the 2016-2017 period

1. To strengthen the concept of sustainability education.
2. To strengthen the contribution of scientific research.
3. To improve institutional communication regarding INCAE's contributions and impact with respect to sustainability.
4. To promote topics related to base of the pyramid markets and entrepreneurship.
5. To measure the success of sustainability education on students.
6. To actively participate in the PRME Anti-Poverty Working Group.

INCAE Mission

"To actively foster the integral development of the countries served and enhance leadership skills within key sectors by improving management practices, attitudes, and values through:

- Teaching, research, and the dissemination of management concepts and techniques;
- Strengthening analytical capacities and knowledge with respect to economic, social, and political processes; and
- Promoting understanding, dialogue, and cooperation among individuals, sectors, and countries."

The INCAE mission defines our market beyond just the business sector, while remaining consistent with INCAE's focus on leadership for competitiveness and sustainable development.

INCAE Vision

Our mission is driven by the vision that "INCAE will achieve global recognition as the place where Latin American leaders are created, and as the principal partner of the economic sectors of its member countries in the development of managerial resources."

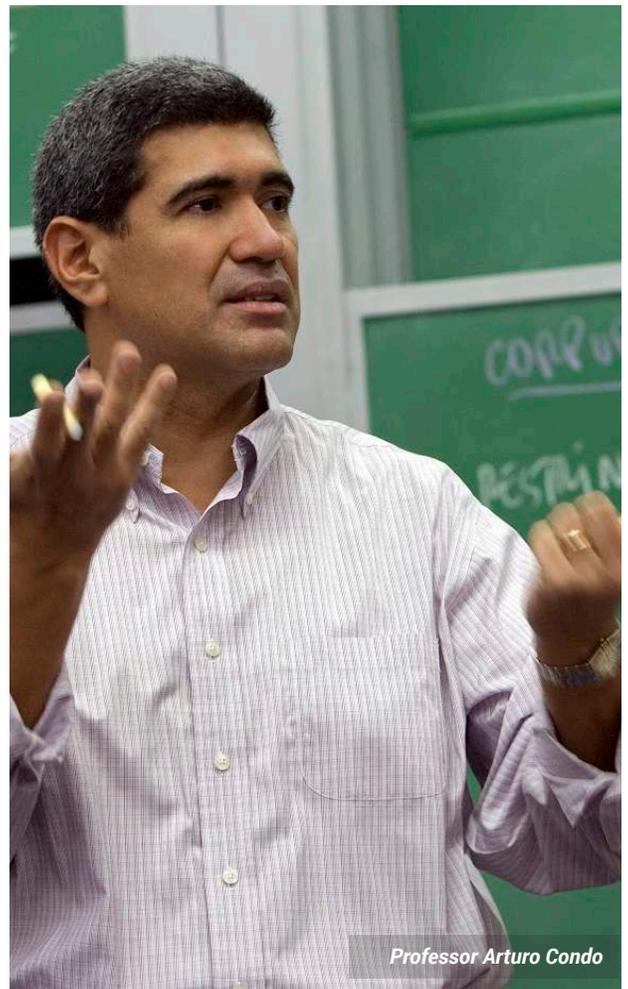
This vision originated from the conviction that INCAE could set the parameters for the future of business education in the region, with an emphasis on how business, government and civil society should be working together to create prosperity in a manner that is both socially and environmentally sustainable. INCAE's vision is realistic, in that INCAE has ranked among the leading business schools for several years. In the context of growing competition, however, this remains a challenge.

INCAE Sustainability and Responsible Management Education

Because of its history and surrounding context, issues related to ethics, social responsibility and sustainability are deeply ingrained in INCAE's strategies, programs and operations. Ethics in business is of particular importance in Latin America, where formal institutions are generally weak. In a region that depends heavily on natural resources, their sustainable use has become a central focus early in the school's history, in 1992 making INCAE one of the first business schools in the world to launch a master's program focused on natural resource management.

Beyond the classroom, INCAE former President Arturo Condo, proposed what is now known as the "MBA Oath" to the 2012 MBA graduating class. Since then, more than 1,000 INCAE graduates have taken the pledge voluntarily. At the initiative of the students, the MBA Oath Club was launched to create greater awareness and promote the concept of "living the Oath" after graduation.

INCAE's faculty recruiting and development processes create a strong institutional culture that supports ethical behavior toward colleagues and students and a strong awareness of social responsibility issues.



Professor Arturo Condo

Sustainability Training for INCAE Staff and Students

The Environmental Management Office organizes education and awareness workshops for MBA students and INCAE collaborators on topics such as:

- Carbon neutrality
- Solid waste management
- Environmental responsibility

Ethical and Responsible Conduct of Faculty

At the start of each year, INCAE faculty members sign a declaration that they are familiar with all policies regarding ethical and responsible conduct, which cover such areas as conflicts of interest (particularly in consulting practice), antidiscrimination, sexual harassment, and freedom of political views and association with political or religious organizations, "without compromising the political and religious neutrality of the institution."

Cases of ethical violation by faculty members may be taken to the Dean of Faculty or the President, either of whom may convoke a three-person Committee of Ethics that will review the evidence and make recommendations.



PRINCIPLE 1: PURPOSE

Sustainability Taskforce



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David Rojas,
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Rudy Portillo,
MBA student

Latin American Center for Competitiveness and Sustainable Development

In 1995, following decades of political turmoil and armed conflict, peace was finally achieved in all six Central American countries. The region's respective presidents turned their attention toward economic competitiveness, and approached INCAE for assistance. This led to a renewed partnership with Harvard University, and the creation of CLACDS in 1996. Through the center, INCAE has continually worked with governments to improve national competitiveness and has built an international reputation in sustainable development.

CLACDS is INCAE's leading think tank and applied research center. Its mission is to promote sustainable development in the region through applied research, capacity-building and dialogue. It works closely with government agencies, international organizations, and the private sector.



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Latin American Center for Entrepreneurs

LACE is an impact center that focuses on scalable business models in emerging economies, including base of the pyramid markets, entrepreneurial capacity-building, entrepreneurship knowledge sharing and the promotion of entrepreneurial ecosystems.

The Center works in five areas:

- It fosters a Entrepreneurship Track for second year MBA students
- It coordinates an investment fund, in which INCAE alumni invest in student's projects
- It fosters the Alumni Entrepreneurs Network
- It executes a research agenda that is focused on understanding specific challenges of entrepreneurs in emerging countries
- It creates and executes online teaching material



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Center for Collaborative and Women's Leadership

The Center for Collaborative & Women's Leadership promotes equal opportunities for women in Latin America and enable both women and men to develop a collaborative leadership that creates value for their organizations and societies through research, education, and community.

Objectives:

- Empower women to overcome barriers and reach leadership positions in organizations and society.
- Develop competencies and awareness at executive levels in organizations to take advantage of the full potential of the labor force by implementing measures that increase leadership diversity.
- Develop new cultural approaches that help LatAm societies to benefit from a more diverse and collaborative leadership.



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VALUES EDUCATION

We will incorporate into our academic activities and curricula the values of global social responsibility as portrayed in international initiatives such as the United Nations Global Compact.

Sustainable development and responsible leadership are an integral part of INCAE Business School's philosophy and vision. These values are integrated into the school's MBA and Global Executive MBA programs, as well as its various specialized courses, student clubs and other academic activities.

Students at the Francisco de Sola Campus, Nicaragua

MBA Program

MBA

The concentration in sustainable development is currently chosen by the majority of the institution's MBA students.

Like many other schools, the main question INCAE needed to answer was how to teach sustainability concepts to young adults in an indelible manner. The answer arose during the 2013 curriculum review process. The new design for a 14-month MBA program in Nicaragua includes a module called "Survivor Camp," followed by a second module called "Creating Value for All."



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ExEd Degree Program

Executive MBA

The EMBA program was designed to analyze and cope with changes—not only in the surrounding environment and within the company, but also on a personal level. Taking a holistic approach, the program is based on a participant leadership capabilities assessment, as well as leveling courses and training in the use of basic tools.

The program is complemented by trips to universities and business ecosystems in China (Cheung Kong Graduate Business School), the United States (Harvard and the Massachusetts Institute of Technology - MIT) and Europe (ESADE Business School), as well as visits from businessmen and well-known professionals in the region. Students also learn responsible management during the core course, Creating Value from Values.



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MBA students enrolled in Sustainable Development concentration

Year	Total number of students who selected the concentration in Sustainable Development	Total number of students	% of students who selected the concentration
2009	71	153	46%
2010	59	148	40%
2011	56	144	39%
2012	60	166	36%
2013	74	147	50%
2014	67	176	38%
2015	108	183	59%
2016	96	210	46%

MBA sessions on topics related to sustainable management

A revision of the course sessions offered for the 2015 and 2016 MBA programs at the Costa Rica and Nicaragua campuses was conducted.

	2015 MBA CR	2015 MBA NI	2016 MBA CR	2016 MBA NI	TOTAL
Total number of courses	93	54	99	46	292
Courses revised	60	33	58	22	173
Total number of course sessions revised	865	515	876	341	2597
Number of sessions with topics related to responsible management	225	150	217	130	722
Percentage of sessions with topics related to responsible management	26%	29%	25%	38%	28%

Examples of courses related to responsible management

Creating Value from Values

Creating Value from Values explores the different ways that companies can develop social and environmental strategies, and analyzes how these strategies can be aligned with business operations. The course focuses on companies that operate in developing countries with high poverty rates. It teaches through case studies, mainly from Latin American countries and different industries (banking, manufacturing and services).



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Gender, Diversity and Leadership

The purpose of this course is to explore the intersection of gender, leadership and organizational behavior as it has evolved within the social and economic context of the US and Latin America in order to 1) map the cultural, psychological and organizational factors that impact women's professional progress and 2) outline individual and organizational best practices in promoting more women to leadership.



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Sustainable Management

This course aims to show how strategies related to sustainability are developed, executed and adjusted to mitigate risk. The course also provides knowledge on how sustainability initiatives could be used to support and reinforce the business' global competitiveness. The topics of global warming, climate change and resource scarcity are introduced, as well as sustainability, frugal innovation and inclusive business models for the base of the pyramid.



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PROGRAMS FOR STUDENTS FROM OTHER UNIVERSITIES

CAPSTONE

CAPSTONE was launched more than five years ago as an intensive program designed to optimize the management skills of Latin American MBA and graduate students. For this week-long program, INCAE brings together students from different Latin American universities such as Universidad Pacífico and Universidad Ricardo Palma in Peru, ESPAE-ESPOL in Ecuador, Universidad Externado in Colombia, Universidad Privada de Santa Cruz de la Sierra and Universidad Privada Boliviana in Bolivia, Universidad Católica in Uruguay, Universidad de Talca in Chile, UNITEC in Honduras, and ULACIT and Universidad de Costa Rica in Costa Rica.

It also provides an intense academic and practical experience through international networking to achieve a global and integrated vision.

The program offers courses regarding the analysis of the economic, political and strategic environments; business models; emerging consumers; reinventing strategies for emerging markets and the base of the pyramid; environmental strategies; corporate social responsibility; sustainable Latin American companies; sustainability management; and Latin America eco-efficiency.



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Strategic Management at the Base of the Pyramid

This course is taught by an INCAE professor at the University of St. Gallen, and is for those who want to learn how to incorporate social/environmental issues into business strategy in order to improve competitiveness. It is based on case studies and live cases from companies, start-ups and social businesses that operate in Latin America.

The course attracts students who are interested in effective management practices at the interface of markets and civil societies on the one hand, and emerging and developing countries on the other—for example, corporate strategy projects that focus on social issues in their core business, for-profit corporate social responsibility projects, projects executed by profit enterprises in partnership with the poor, management functions of economically-oriented nonprofit organizations, or government projects that intend to support businesses that address social issues.



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Doing Business in... (DBi) - New York University Stern Program

This one-week intensive program includes classes, corporate visits, speakers and cultural interactions. Students from NYU attend lectures at INCAE on sustainability and economy, public policy and industry competition, as well as the role of business in national development goals.

DBi courses enable students to explore how business is conducted in another country, and develop a deeper understanding of the issues, opportunities and challenges faced by businesses operating there.



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Global Network Week

Doing Business in Latin America: The Competitiveness and Sustainability Challenge

Global Network Week is a focused mini course that gives MBA students and faculty the opportunity to pursue intensive study at another network school, leveraging the perspectives, programs and faculty expertise of the other school.

Students will analyze the current challenges and opportunities for doing business in the region, both from a macro and micro perspective, covering the most important topics in order to comprehend the intricacies of the region.

Lectures include the political economy of regional integration; microeconomics of competitiveness; sustainability management; public-private partnerships; implementing CSR strategy; BoP and the creation of social value; agribusiness and global value chains; and investment in emerging markets.



Luis Umaña

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International Students at the Walter Kissling Gam Campus, Costa Rica

RESPONSIBLE MANAGEMENT STUDENT CLUBS

Sustainability Club

The vision of the Sustainability Club is "to be a Latin American graduate network that encourages, practices and demonstrates sustainability."

Mission: "We are the link between INCAE and society to promote the shift towards strategic decisions based on economic, social and environmental value creation."

Its strategic objectives are the following:

- Promote the continuity of the club through generations of INCAE students.
- Support sustainability as a new business model that not only impacts the profitability of companies, but also the economic growth and progress of Latin American society as a whole.
- Encourage innovation as a tool to convey the concept of sustainability.

	2015	2016
Student Members	10	44



Carolina Mora
Club President, 2016-2017
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Leadership Club

The mission of the Leadership Club is "to support collaborative leadership that provides equal opportunities for women and men, and facilitate the creation of value in the key sectors of society."

The club has developed activities on both INCAE campuses, including talks, trainings and networking events. It maintains working partnerships with the Center for Collaborative Leadership and Women (CCLW), Voces Vitales Costa Rica and TEDxINCAE, among others.

Its objectives include:

- Report on the importance and benefits of collaborative leadership in the family, company and society, in order to raise awareness and motivate change.
- Promote best practices in collaborative leadership and gender equity in order to maximize expected results and prepare for actual events.
- Support its target population (INCAE graduates and external partners) in future situations, through the creation of an international network of contacts that enables sharing equal-opportunity knowledge and experiences.

	2013	2014	2015	2016
Student Members	24	67	19	18



Juan Vargas
Club President, 2016-2017
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INCAE MBA Oath Club

The Oath Club is a student and alumni-led organization promoting the use of ethical standards in business and management, by means of the MBA Oath. The club was founded in May of 2011 by a group of INCAE students, as a practical way for INCAE graduates to try to improve ethical behavior in the economic and political system.

The club has a unique membership structure designed to maximize its real world impact. In this regard, it has two categories of members:

- Student Members: full-time INCAE MBA students who have joined the club
- Lifetime Members: former Student Members who, upon graduation, decide to become Lifetime Members

One must be a Student Member before becoming a Lifetime Member. The requirement to become a Student Member is to sign the club's Basic Statement of Belief, which lays out its principals.

The Oath Club is an integral part of the INCAE MBA program and, ultimately, responsible to the President. The club is run on the two separate INCAE campuses, and each campus has its own Club Executive Committee (CEC) comprised of a president, vice president, secretary, treasurer and communications officer.

	2012	2013	2014	2015	2016
Student Members	58	72	99	161	149
Lifetime Members	34	49	44	100	100



María José César
 Club President, 2016-2017
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<http://www.incaembaoathclub.org/>



Alexandra Rogozinski. TEDxINCAE. January 23, 2016

Executive Education

Top Management Program (PAG)

The PAG academic design includes a section of executive management topics, allowing students to add cutting-edge knowledge which, if properly applied to their business, can be used as a competitive advantage over their present and future competitors. These topics include Sustainable Development and Corporate Social Responsibility, among others.



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Young Leadership Program (YLP)

This program focuses on management and leadership issues. It is taught in a flexible and interactive manner, and provides the tools and knowledge needed to become a leader, and a foundation to succeed personally and professionally. Ethics and leadership in the 21st century is an example of the topics included in this program.



Roy Zúñiga, Dr.
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Women's Executive Leadership Program

The Women's Executive Leadership Program is addressed to women who have been identified as potential candidates for executive management positions at a given organization. The group brings together vice presidents, general directors, directors of business units, regional directors, entrepreneurs and nonprofit directors, as well as their daughters or other people who may be relevant to the company's succession plan. Since 2013, it has totaled 94 participants from various countries in Latin America and Europe.



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Sustainability Management Program

The main objective of this program is to provide participants the knowledge and tools necessary to incorporate environmental and social elements within their companies' competitive and operational strategies. The program has been training people from Latin America and Europe since 2005; its most recent edition was held in 2015.



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ExEd Online

ExEd Online began in 2015 as a professional development program, in which participants can design their own online and customized training. The one-hour sessions are taught by INCAE professors.

Examples of 2015 courses focusing on responsible management include:

Challenges of doing business at the base of the pyramid
Andrea Prado
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Competitive marketing strategy at the base of the pyramid
José Exprúa
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Course scheduled for 2016:

The political economy of global warming and its effect on countries' competitiveness
Victor Umaña
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Camelia Ilie, PhD.
Dean of Executive Education.

Associate Professor.
Chair of the CCLW
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NEW PROGRAMS

Executive Program in Public Administration

The Executive Program in Public Administration was launched in June of 2016, using a curriculum designed by INCAE and Georgetown University's McDonough School of Business to meet the needs of public service leaders in Latin America.

The objectives of the program include the following:

- Learn how to improve the decision-making framework.
- Design and implement performance measurement systems.
- Learn how to establish and measure objectives.
- Define, implement and evaluate public projects.
- Motivate people and energize teams.



Víctor Umaña

Director of the Latin American Center for Competitiveness and Sustainable Development.
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Social Responsibility - Competitive Advantage for Sustainability and Growth

This program has been designed for owners, board members and general managers of companies seeking to develop new ways to compete, to appear in the markets and to achieve the full potential of their businesses in the community. Participants in this program analyze the context of social responsibility, challenges and opportunities, while acquiring the skills needed to design, implement and measure the degree to which their businesses are sustainable through new indicators of social performance, environmental and economic development of their business.

The social responsibility of business is no longer just an option but a strategic necessity for businesses of all scales, and often is decisive for their image, competitiveness, customer satisfaction and the relationship that a company will have with your community. The program explains this new reality in the business world and key concepts of sustainability and responsible corporations.



Roberto Artavia, DBA.

President of the Board of INCAE Business School. President of VIVA Trust
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Francisco de Sola Campus, Nicaragua

Open or In-house Workshops

From Leadership to Sustainability: New topics for responsible decision-making. An informative challenge for journalists and communicators.

Partner: BATCCA. Year: 2013

Impact: Costa Rica, Guatemala, Nicaragua, Panama, Dominican Republic.

Juan Carlos Barahona, PhD. juan.barahona@incae.edu

Promotion of the Multi-Criteria Analysis for Climate Change (MCA4Climate) in Latin America and the Caribbean.

Partner: UNEP. Year: 2013

Impact: Latin America and the Caribbean

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Víctor Umaña, victor.umana@incae.edu

Climate Change Business Strategies in Central America.

Partners: GIZ, IntegraRSE. Years: 2013 and 2014

Impact: Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Panamá

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Víctor Umaña, victor.umana@incae.edu

Development and Financing of Renewable Energy Projects (DyFER).

Partners: GIZ, Zamorano, BCIE. Years: 2013 and 2015

Impact: Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Panamá

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Ronald Arce, ronald.arce@incae.edu

Competitiveness Training Focusing on Rural Development and Public Policies.

Partner: University of Talca, Chile. Year: 2013

Impact: Chile

Lawrence Pratt, lawrence.pratt@incae.edu

Leadership and Transparency. New Topics for Responsible Decision-Making. An Informative Challenge for Journalists and Communicators.

Partner: BATCCA. Year: 2014

Impact: Costa Rica

Juan Carlos Barahona, PhD. juan.barahona@incae.edu

Capacity-Building in Tariff Economy for ARESEP Staff.

Partner: Costa Rica's Public Services Regulatory Authority (ARESEP). Year: 2015.

Impact: Costa Rica

Arnoldo Camacho, PhD. arnoldo.camacho@incae.edu

Business Management and Best Practices in Sustainable Tourism Development Workshop.

Partner: Salta township, Argentina. Year: 2015

Impact: Argentina

Lawrence Pratt, lawrence.pratt@incae.edu

Examples of Open or In-house Workshops

Private Social Investment for Economic Inclusion

Start Year: 2014
Partner: RedEAmerica
Impact: Latin America

CLACDS has developed two editions of this e-learning course with the support of its partner, RedEAmerica. This virtual course seeks to train professionals in the capacities needed to meet the challenges of private social investment and economic inclusion in Latin America, focusing on grassroots development. It is addressed to professionals involved in the design, implementation and/or evaluation of programs and actions in social investment, whether in private companies, government entities or non-governmental organizations. The course is taught using the e-learning methodology. Its third edition will be held in August 2016.



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Beatriz Slooten
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Social Entrepreneurship Workshop

Start Year: 2013
Partner: VIVA
Impact: Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Dominican Republic, Uruguay and Venezuela

This workshop is addressed to social impact entrepreneurs in Latin America (regardless of whether their organization's headquarters are located within the region—a positive impact in the region is what matters). This week-long event focuses on how to scale an organization's impact, using various resources such as case studies, videos, animations, infographics, canvas to scale impact (developed by VIVA), tables to systematize content, field visits, inspiring events with special guests, mini-workshops on coaching and communications, online tools and other resources.



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Ecobanking

Start Year: 2000
Partner: UNEP FI, Avina Foundation, GIZ, Tinker Foundation, BAC/Credomatic, FMO, PHILIPS, CAF
Impact: Global

CLACDS' flagship program on sustainable finance is The Ecobanking Project (www.ecobanking.com), which was created to improve the Latin American financial sector's competitiveness through better environmental management, environmental and social risk reduction, and the design of innovative financial products. Since its inception, Ecobanking has created value for its customers and the region, strengthening the financial sector in Latin America, improving its ability to deal with environmental and social risks, and exploiting opportunities for more efficient "green" loans and operations.

Former partners include the Avina Foundation, GIZ, the Tinker Foundation, and UNEP FI. Since November of 2013, Ecobanking has joined efforts with BAC/Credomatic, FMO, PHILIPS and CAF with the purpose of creating even more impact in the sustainable finance field.

The Ecobanking Project includes the following courses:

- Environmental and Social Risk Analysis (ESRA)
- Corporate Eco-efficiency in Financial Institutions (CEFI)
- Green Housing Financing



Lawrence Pratt
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Problemas del hospital

→ Listas de espera (proceso, admisión)

° cuellos de botella

→ 30% NO necesitaba cama.

— 1 estrellas



METHOD RESEARCH CHAIRS, TEACHING MATERIAL AND TEACHING METHODS

We will create educational frameworks, materials, processes and environments that enable effective learning experiences for responsible leadership.

INCAE Business School develops and promotes dynamic learning experiences. The case study method is the best example of this. INCAE creates and develops original educational materials that focus on sustainability. These materials are created by faculty members, research centers and various chairs. It has also implemented new teaching methodologies, particularly those designed to work with base of the pyramid markets.

Professor Andrea Prado. Photo courtesy of CAHI

Faculty Development

INCAE Brownbag Seminar Series

Brownbag seminars have the following objectives:

1. Motivate faculty and researchers to share their research projects in early stages, so that they can receive feedback that will help them to effectively facilitate participation in specialized conferences and/or publication in academic journals.
2. Invite external professors/researchers to submit current issues in the various topics in which INCAE professors share interest.

	2013	2014	2015
Total INCAE Brownbag Seminar Series	18	10	16
Brownbags related to responsible management	6	2	7

Managed by INCAE faculty members:



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German Fernando Retana, PhD.
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Octavio Martínez, PhD.
Assistant Professor
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Faculty meeting. Francisco de Sola Campus, Nicaragua

Research Chairs

The *cátedras*, or research chairs, are grants obtained through private sector funding, which INCAE channels toward priority research areas.

The Steve Aronson Chair of Strategy and Agribusiness

The Steve Aronson Chair of Strategy and Agribusiness is INCAE's first patrimonial chair. It launched in 2010, thanks to a donation from Mr. Steve Aronson, founder of Café Britt. The chair's main objective is to generate knowledge and tools for companies in the agricultural, fishery and forestry sectors in the Latin American tropics in order to increase their competitiveness and added value, thus replicating Aronson's business success story. Since the chair's creation, its team has developed more than 20 case studies and participated in various conferences, international forums and journal publications (e.g., Journal of Business Research, and Management Decision online journal).



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BATCCA Chair on Corporate Social Responsibility

This chair launched in 2006 and ended in 2014. As part of its Corporate Social Responsibility activities, the British American Tobacco Caribbean and Central America company contributed to INCAE's research on issues related to the development and promotion of social responsibility practices in Central America and the Caribbean.



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Harry Strachan Chair for Philanthropy & Social Investment

In January 2013, a group of investors led by philanthropist Harry W. Strachan created an endowment fund with the sole purpose of financing a research program centered on Social Investment and Philanthropy in Central America.

Its two main objectives are to:

- Develop modules (cases and teaching notes) to help the MBA, AMP and Special Seminars teach these topics effectively.
- Inspire leaders and family groups to be active in social investments and create a culture that encourages philanthropy.

The chair's activities have focused on analyzing best practices at the international level (including the Social Enterprise Initiative at Harvard Business School) and understanding the current status of philanthropy in Central America. A series of interviews with philanthropists, foundations and NGOs have been carried out in order to thoroughly understand their challenges.



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Central America Healthcare Initiative (CAHI)

CAHI was founded in 2012 by the Robert and Elizabeth Jeffe Foundation, in partnership with INCAE, New York University and Stanford University. It aims to provide high-quality, cost-effective healthcare services through the improvement of management and technology. The initiative is supported by successful entrepreneurs and visionary philanthropists (such as Carlos Pellas, Stanley Motta and Robert Jeffe), as well as a team of leaders and professionals who provide valuable input and advice as members of our board.



Professor Andrea Prado. San Lucas de Tolimán, Guatemala. Photo courtesy of CAHI

Through innovation, the use of technology and improved management, CAHI fosters a new generation of leaders to facilitate radical changes to healthcare services in Central America. CAHI's three lines of action are: 1) the Health Research, Learning and Good Practices Program; 2) the CAHI Innovative Leaders Program; and 3) the CAHI Health Management Program.

www.cahisalud.org/



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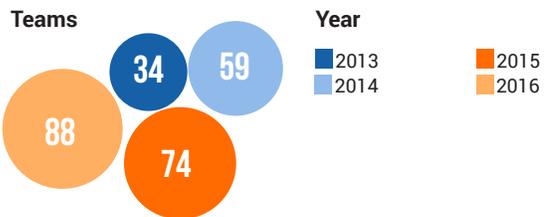
Nespresso Sustainability MBA Challenge

Since 2013, Nespresso, in partnership with the Sustainable Markets Intelligence Center (CIMS) and INCAE, has organized and managed a global Sustainability MBA Challenge.

It challenges students from all over the globe to come up with new, creative and fresh ideas for its Creating Shared Value Strategy. This principle, developed by Harvard Professors Michael Porter and Mark Kramer in 2006, maintains that companies have a responsibility to create and share value, not only for shareholders but also for the communities in which they operate—from farmers to customers and, ultimately, consumers.

www.sustainabilitymbachallenge.com

Countries that have participated in the Nespresso Sustainability MBA Challenge



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Teaching Materials

	2009	2010	2011	2012	2013	2014	2015
Total number of teaching materials	49	22	44	38	41	38	28
Teaching materials related to responsible management	17	10	19	24	27	25	12

Examples of teaching cases related to responsible management:

- **Yellow Card for FIFA** (2015)
Niels Ketelhöhn, niels.ketelhohn@incae.edu
- **Banco de Desarrollo Integral** (2014)
Luis Noel Alfaro, luis.alfaro@incae.edu
- **Banco Solidario de Bolivia: Incursión Financiera** (2014)
Enrique Ogliastri, enrique.ogliastri@incae.edu
- **Programa de abastecimiento directo Tierra Fértil** (2014)
Francisco Leguizamón, francisco.leguizamon@incae.edu
- **Financing Renewable Energy Projects in Developing Economies** (2013)
Arnoldo Camacho, arnoldo.camacho@incae.edu
- **Ciudad Saludable** (2013)
Felipe Pérez, felipe.perez@incae.edu



Professor María Elena Carballo

Working at the Base of the Pyramid: Teaching methods

Field-Work: Non-Traditional Learning

During the course "Entrepreneurship and Innovation," students (with the support of the professor) perform fieldwork and provide technical support to low-income communities in order to foster entrepreneurship and growth in small businesses over a six-month period.

INCAE has partnered with Thriive Capital, a North American NGO that is socially embedded in poor Nicaraguan communities and wants to advance its mission. Thriive and INCAE selected a group of small firms operating in both rural and urban areas. Our second partner was a Spanish start-up nonprofit (JuntoSalimos) that seeks to help entrepreneurs in Latin America develop start-up ventures. INCAE selects and prepares teams of MBA students and systematizes the learning. Experience-based Learning and Action-based Learning Techniques are combined with case studies, visits with entrepreneurs (live cases), audiovisual aids and other activities based on participant-centered learning approaches.



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Massive Open Online Courses (MOOC) Access to impact investment for social enterprises

This course is especially valuable to social enterprises of all types and sizes operating in emerging markets and looking for investments allowing them to scale. It is a practice-driven course that guides participants in their decisions and actions and helps them to structure and lead their own projects. The course supports teams and leaders when creating and maintaining relations with global impact investors. It guides them through the necessary processes of creating structures and documents that demonstrate their investment readiness as well as learning and practicing methods of building and maintaining excellent relations with investors.



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Action-based learning (highlighted by EQUIS accreditation team)

The course "Creating Value for All" introduces students to a hands-on experience in social entrepreneurship. It specifically addresses issues of ethics, ethical leadership, professional and corporate responsibility, and sustainability—integrating them into the MBA core curriculum through action-based learning.

In the last week of this module, the students participate in the workshop by applying two methodologies. The first, is "Design Thinking," or DT, is an anthropological approach to identify, develop and test solutions to existing problems and needs. The second, "Business Model Innovation," or BMI, is a practical framework for defining business models based on the essential components of a business such as partners, activities, resources, value proposition, customer relationships, sales channels, customer segments, cost structures, and revenue streams. Students used both methods to develop solutions to problems at the BoP. At the end of the workshop, the participants present their proposed solutions to a jury comprised of managers from the firm in the case study, representatives of the BoP, and experts on shared value and BoP. The students learn about methods of entrepreneurship and gain experience that will impact their perception of responsible leadership.

The course focuses on a teaching case about a company in the dairy business that purchases milk from poor farmers and sells it in the international market.



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PUBLICATIONS

PUBLICATIONS AND PRACTICAL RESEARCH

We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in the creation of sustainable social environmental and economic value.

INCAE's faculty is engaged in research in the classical business areas: finance and accounting, economics, strategy, operations, marketing, and organization. The research includes topics of regional interest such as women's leadership, competitiveness, sustainable development, healthcare management, regional security, innovation, energy efficiency, social investment, and agribusiness.

INCAE's research engages in the analysis of issues that are highly meaningful to the business community and the creation of proposals conducive to the sustainable development of Latin American countries. INCAE makes its research findings available to governments, business sectors and society at large, in an attempt to exert a positive influence and provide them with positive change drivers.

Publications

Books and Book Chapters

	2009	2010	2011	2012	2013	2014	2015
Total number of books and book chapters	17	10	11	12	7	18	5
Books and book chapters related to responsible management	11	3	2	4	5	15	4

Journals

	2009	2010	2011	2012	2013	2014	2015
Total number of peer-reviewed articles	16	8	21	18	31	26	20
Peer-reviewed articles related to responsible management	4	3	7	9	6	7	8
ISI Journal articles related to responsible management	4	3	7	8	5	6	2
FT45* articles related to responsible management	1	-	-	-	-	1	1

*The top 45 journals used by the Financial Times to compile the business school research ranking.

Select Journal Articles Published by INCAE Faculty Members

Deepening Understanding of Firms' Certification Adoption and Non-Adoption of International-Supplier Ethical Standards (2015)

Andrea M. Prado, Arch G. Woodside
Journal of Business Ethics, 132(1), pp. 105-125

Strategy and Structure in High-performing Nonprofits: Insights from Iberoamerican Cases (2016)

Enrique Ogliastri, Urs P. Jäger & Andrea M. Prado
Voluntas, 27(1), pp. 222-248

Linking workplace practices to community engagement and peace: The case of encouraging employee voice (2015)

Frances Milliken, Cindy A. Schipani, Norman D. Bishara, **Andrea M. Prado**
Academy of Management Perspectives, 29(4), pp. 405-421

Financing renewable energy: La Esperanza Hydroelectric Project (2014)

Mauricio Jenkins, Leo Miguel Guevara
Management Decision, 52(9), pp. 1724-1749

Estimating Willingness-to-Pay and Financial Feasibility in Small Water Projects in El Salvador (2013)

Felipe Pérez-Pineda, Carlos Quintanilla-Armijo
Journal of Business Research, 66(10), pp.1750-1758

Carbon Footprint across the Coffee Supply Chain: The Case of Costa Rican Coffee (2013)

Bernad Kilian, Lloyd Rivera, Melissa Soto, David Navichoc
Journal of Agricultural Science and Technology B, 3(3), pp. 151-170

Practical Research



Environment

Green and Inclusive Growth in Productive Landscapes of Costa Rica

Partner: CATIE, with World Bank funds

Year: 2014

Impact: Costa Rica

Information collection and analysis of the environmental (climatic), sociopolitical (legal) and economic (productive) context from various selected agricultural chains in Costa Rica, in relation to the promotion of productive landscapes and considering the Inclusive Green Growth approach.



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Identification and Analysis of Examples of Good Practices in LEDS, NAMAs and MRV

Partner: Ecofys German GmbH, with GIZ funds

Year: 2014

Impact: Brazil, Chile, Colombia, Costa Rica, Mexico and the Dominican Republic

As part of a global study commissioned by the International Partnership on Mitigation and MRV, CLACDS supervised and coordinated a team of consultants in the countries of study, reviewed the case drafts, and coordinated with partner Ecofys for the preparation of six case studies about good practices in LEDS, NAMAs and MRV in Latin American countries.



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Gender Equality in Leadership

Thinking Styles of Men and Women in Latin America

Start Year: 2015

Impact: Latin America

The Neethling Brain Instrument Assessment tool, which helps measure the thought processes of business executives and provides profile information, was used to determine if there was a correlation between men's and women's strategic thinking capabilities.

Entrepreneurship in Latin America: A comparative perspective of gender. Working Paper.

The paper aims to identify the differences between men and women entrepreneurs in Latin America and their challenges. The differences found in the investigation are not related to the intrinsic ability about gender, but differences that can be considered environmental, in the social and cultural reality that generate benefits to men.



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Research on Gender Diversity in Multinational Corporations

Start Year: 2002

Impact: Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Panamá and the United States

Along with the CCLW, this project aims to gather information on the impact of diversity in the company's financial results and the perception of the importance of gender diversity in leadership.



Susan Clancy, PhD.

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Social

Evaluation of the Gender Approach in REDD/CCAD Program Activities

Partner: GIZ

Year: 2013

Impact: Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica, Panamá and Dominican Republic

CLACDS' team, with the support of experts from the Tropical Agricultural Research and Higher Education Center (CATIE), analyzed documents related to the implementation of the REDD/CCAD-GIZ Regional Program, and conducted interviews with program officials and partnering organizations in the region to assess the way in which gender was being integrated into program activities. In addition, a proposal for a Plan of Action was developed to ensure the inclusion of this approach in the next phase.



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Economic Dimension and Migration Development

Partner: AVINA

Year: 2013

Impact: Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica and Panamá

This project included research on human development policies, as well as the need for policies related to migration in Central America. This research was published as a chapter in the book *Migraciones y Mercado Laboral en Centroamérica*.

Arce, Ronald (2013). *La dimensión económica y de desarrollo en las migraciones en Centroamérica*. Córdova, R. & Argüello, A. (eds.). *Migraciones y Mercado Laboral en Centroamérica. Secretaría de la Integración Social Centroamericana (SISCA)*. San Salvador.



Ronald Arce

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Incidence Criteria on Immigration Policy

Partner: Cammina Alliance (AVINA Foundation, FORD Foundation and Open Society Foundation), AED, AVINA Costa Rica

Year: 2015, 2016

Impact: Costa Rica

With the support of the Cammina Alliance, composed of the Avina Foundation, the Ford Foundation and the Open Society Foundation, CLACDS is developing a project that seeks to identify the contribution of migrant workers to Costa Rica's

economy, and ultimately influence policies that facilitate the incorporation of immigrants into the labor force with all their rights intact.

As part of this project, with the help of AED and Avina Costa Rica, discussion forums have taken place with five productive sectors (including high participation from immigrants who work for these sectors) to identify the bottlenecks that businesses need to address in order to hire immigrants, as well as possible solutions.



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Draft Recommendations for the Business Environment in Nicaragua

Partner: ILO

Year: 2015

Impact: Nicaragua

Recommendations were developed to improve the business environment in Nicaragua, based on a context diagnosis that was the product of a survey conducted by the International Labour Organization (ILO) and the Nicaraguan Superior Council for Private Enterprises (COSEP). The recommendations emphasize strategic issues related to competitiveness, formalization, innovation, human capital and production chains. In addition, validation workshops were held with business representatives.



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Analysis of the Housing Sector in Central America

Partner: Habitat for Humanity

Years: 2015-2016

Impact: Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica and Panamá

Along with Habitat for Humanity, CLACDS carried out an estimation process of the housing deficit in six Central American countries, particularly in low-income sectors. This process aimed to enrich the formulation of regional public policies and provide effective alternatives for overcoming this problem.



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Social Progress Index (SPI)

Partner: Social Progress Imperative

Year: 2015

Impact: Costa Rica, Ecuador, El Salvador, Honduras, Guatemala, Mexico, Nicaragua and Panama.

The Social Progress Index offers a holistic, cutting-edge approach to societal health—both independent and complementary to economic measurements. Measuring social progress offers citizens and leaders a more complete picture on how a country develops.

The Business Alliance for Sustainability in Central America (led by Walmart and other large retailers) was trained to use the SPI as a platform for measuring, planning and communicating the Alliance's sustainability actions in the region.

Ongoing projects include the following:

Cooperative SPI. Start year: 2015. Impact: Costa Rica. Twelve cooperative communities were measured in partnership with CENECOOP R.L and INFOCOOP.

Cantonal SPI. Start year: 2015. Impact: Costa Rica. Showed the regional differences between Costa Rica's 81 cantons (districts).

Bio-communities SPI. Start year: 2015. Impact: Panama.

A mapping of 14 rural communities.



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Governance

Quality Assessment of the Provision of Digital Public Services in Costa Rica

Partner: Costa Rican Institute of Electricity (ICE)
Start Year: 2006
Impact: Costa Rica

Using an open and transparent methodology that places citizens in the center of the digital transformation, INCAE has led this process in all public-sector institutions in Costa Rica for almost 10 years. The annual presentation of the project's results has caught the attention of national media and high governmental and institutional circles. The assessment has made Costa Rica the only country in the world that—year after year, for almost a decade, through three different administrations—has carried out a systematic, methodical and independent assessment of progress in the digitization of public services.



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Investment Promotion Agencies Benchmarking

Partner: CINDE
Year: 2013
Impact: Costa Rica

This is a detailed comparative analysis of investment promotion agencies (IPAs) that compete in Costa Rica to attract high-tech multinational companies (goods and services) and related R&D+i to the country, in order to achieve efficiency within their production process so that they can then sell their goods and services abroad. The benchmarking included IPAs from the following countries: Costa Rica, Malaysia, Ireland, South Korea, Singapore, Colombia, Mexico, Chile, Croatia and Czech Republic.



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*Professor Juan Carlos Barahona, and Researcher Andrey Elizondo.
Presentation of the Quality Assessment of the Provision of Digital Public Services in Costa Rica. 2015 Edition*

Development of Applications to Incorporate Risk Assessment in Public Investment Projects

Partners: World Bank, CNE, MIDEPLAN and EPYPSA.
Year: 2013
Impact: Costa Rica

INCAE analyzed the methodology, defined risk indicators and wrote a proposal for improving the methodology of incorporating risk assessment in public investments in Costa Rica and applied it to four case studies.



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Proposal to Improve the Business Context of SMEs in Central America and Facilitate their Access to Financial Services

Partner: SIECA, Center for the Promotion of Small and Medium-sized Enterprises in Central America (CENPROMIPE)
Year: 2014

Impact: Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica and Panamá

INCAE provided public policy recommendations for the region in order to improve the business context of SMEs, improve existing financial services and add new ones.



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Students at the Walter Kissling Gam Campus, Costa Rica



Sustainable Development

Tourism in Costa Rica: Impact Analysis on Sustainable Development

Partner: Cayuga Collection Hotels

Year: 2015

Impact: Costa Rica

INCAE and Cayuga Hotels researched the potential impact of tourism on sustainable development in Costa Rica, and made recommendations on how to further research this topic and other challenges faced by the tourism sector. The results of the study were presented at the "Planet, People and Peace Forum," organized by the Chamber for Sustainable Tourism.



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Impact of Sugar on the Costa Rican Economy

Partner: Agricultural and Industrial Sugar Cane League (LAICA)

Year: 2015

Impact: Costa Rica

In collaboration with LAICA, CLACDS carried out an analysis of the direct and indirect economic and social impacts of the agro-industrial sugar cane production system in Costa Rica, as well as other societal benefits produced by this process.



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PRINCIPLE 4: PUBLICATIONS

Costa Rica's Sustainable Tourism Policy as a Source of Innovation for Hospitality Services: Innovation and Productivity in the Service Sector

Partner: Canada's International Development Research Centre (IDRC)

Year: 2015

Impact: Costa Rica

This study analyzes the impact of Costa Rican policies supporting sustainable tourism-particularly the Certification for Sustainable Tourism (CST) provided by the Costa Rican Board of Tourism (Instituto Costarricense de Turismo, or ICT) for the innovation of services, processes, marketing and operation of hotel companies across the country. It also researches the causes and motivations for these companies to make changes and introduce new elements.



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PARTNERSHIPS NETWORKS

We will interact with managers of business corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities, and to jointly explore effective approaches to meeting these challenges.

INCAE encourages relationships based on mutual interest between corporations and organizations that operate in Latin America, building strong partnerships in order to fulfill INCAE's mission in key areas, while also achieving the strategic objectives of both organizations.

Francisco de Sola Campus, Nicaragua

Partnerships

World Economic Forum (WEF)

Since 1996, CLACDS has been a regional partner of the World Economic Forum, conducting and analyzing the Executive Opinion Survey, which is the basis of the Global Competitiveness Report (GCR). The GCR evaluates the competitiveness of 144 economies, providing information on the drivers of productivity and prosperity.

CLACDS surveys about 800 business executives annually to assess competitiveness and define the status of the business sector in seven countries of Latin America. It collaborates through local competitiveness programs in each of the countries it serves, promoting inter-sector dialogue, providing advice and building capacity.



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Social Progress Imperative (SPI)

CLACDS is the strategic partner of the Social Progress Imperative (SPI) in 2014. The SPI is a platform for disseminating, analyzing and training on the fundamentals and findings of the Social Progress Index. Since 2015, SPI has lead the Social Progress Mesoamerica Program, which promotes the use of the Social Progress Index at the local level in a growing number of countries, including Costa Rica, Ecuador, El Salvador, Honduras, Guatemala, Mexico, Nicaragua and Panama.



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www.socialprogressimperative.org

Certification for Sustainable Tourism's National Accreditation Commission

The Certification for Sustainable Tourism (CST) is a program that categorizes and certifies tourism companies based on the degree to which their operations are moving towards a sustainable model, evaluating five key areas: physical and biological relationships, service infrastructure, management services, clients, and socioeconomic components.

CST is supported by the National Accreditation Commission, which includes the participation of various sectors, with INCAE and the University of Costa Rica representing the academic sector. This commission is charged with designing parameters and indicators; establishing appropriate methodological procedures to carry out assessments; implementing, supervising and auditing assessments; and proposing strategies to market the program.



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www.turismo-sostenible.co.cr

Sustainability Business Alliance

In partnership with Walmart in Mexico and Central America, CLACDS has developed the Sustainability Business Alliance. This alliance was forged in 2015, and includes Walmart's main suppliers, such as Cargill Meats Central America, The Coca Cola Company, Colgate-Palmolive Central America, Cooperativa de Productores de Leche Dos Pinos R.L, Rene Food Products S.A. (PepsiCo Foods), Florida Ice & Farm Co. S.A. (Central America Food & Beverage Division), Gruma Central America, Hanes Brands Inc., Henkel, Industria Nacional de Alimentos S.A., Kimberly-Clark, Nestlé Central America, Procter & Gamble, Unilever, Walmart Mexico and Central America, Bimbo Costa Rica and Diana Food Products S.A.

The alliance aims to share best practices in order to strengthen sustainable business practices. Through the alliance, a conceptual framework has been developed, in addition to three working groups that have allowed participants to interact, learn and share their experiences.



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Minka Inclusive Business Institute

Minka works with entrepreneurs from all sectors (public sector and intermediary organizations markets) and levels of development (startups, SMEs, large organizations). The Latin American Center for Entrepreneurs supported the creation of the Minka Institute, using an inclusive business approach. Minka is also supported by VIVA, the Juyjuy Entrepreneurs' Union, Endeavor Argentina, and BoP Global Network.

The institute focuses its training on helping entrepreneurs create innovative business models for social progress. Its objectives are to be replicated in other regions through an inclusive and innovative business teaching model, and to promote a new market paradigm that creates a context for developing an ecosystem of innovative entrepreneurs who engage as members. It uses the Social Progress Index as the basis for measuring its impact on the region.

www.institutominka.org



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Central America Leadership Initiative (CALI)

CALI is a network of leaders connected through a value-based fellowship program. Its purpose is to bring great leaders together from across the region, and to be a catalyst for their deep transformation "from success to significance." CALI's founders are INCAE, FUNDEMAS, The Aspen Institute, and TechnoServe.

For the past 10 years, CALI has annually selected 24 Central American leaders from diverse sectors of society, with equal gender representation, to partake in this 18-month, intensive, transformational and profound program that fosters clear, personal leadership visions and a true commitment to addressing the region's most crucial social challenges. Leadership projects are aimed at "giving back" to the fellow's community, country or region. Through these projects, CALI aims to inspire lasting commitments to action from individual fellows, while also generating a significant, overall impact on the region.



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Sustainable Markets Intelligence Center (CIMS)

CIMS is a small, dynamic nonprofit organization based in Costa Rica. It focuses on sustainable value chains for agriculture. CIMS was established in 2003, as a private initiative of CLACDS-INCAE.

CIMS has a solid track record of research and strategic advice on the business, economic and sustainable aspects of supply chains for tropical agriculture, mainly those based on small holder farmers. Its research into the true economic impacts of sourcing practices in the coffee sector, for example, has ground-breaking implications that are relevant for many agricultural supply chains.



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Latin America and Caribbean Regional Platform (LEDS LAC)

CLACDS has been a member of the LEDS LAC Steering Committee since January 2016. LEDS LAC is the regional platform of the Low Emission Development Strategies Global Partnership (LEDS GP)—a global network that brings together organizations and experts from various sectors to promote low-carbon emissions and the development of climate resilience in Latin America and among international institutions.

CLACDS previously served as LEDS LAC Secretary, in conjunction with the Peruvian company Libélula Comunicación y Desarrollo, supporting the platform's operation management and its Executive Committee, as well as organizing training, webinars and other knowledge-sharing activities and experiences among members of the network.



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Victor Umaña. Sustainability Forum: "Together for a Better Planet," February 2016

Central America Private Sector Initiative (CAPSI)

CAPSI, which ran from 2011-2014, was an initiative of a group of business leaders in Central America and Panama who sought to propose and discuss solutions to the region's critical problems from a regional development perspective. The group focused on three main areas: facilitation of cross-border trade, citizenship safety, and the reliability of electricity for development and competitiveness.

Partners in this initiative were: The Spanish Fund for Latin America and the Caribbean (Ministry of Economy and Competitiveness of the Government of Spain), the Wilson Center, the World Bank, the Embassy of the United States of America in Costa Rica, and the IDB.

Several discussion tables, forums, documents, case studies, business summits and meetings took place to discuss topics such as logistics in Central America; Mesoamerican business sector perspectives; private sector and regional civil society perspectives on inclusive sustainable development; a strategic path for customs offices in Costa Rica; and corruption—the challenge of protecting institutions, security costs and the impact of corruption on economic activity.



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www.capsinitiative.net

Networks



www.advancedmanagement.net



Global Compact Network
Costa Rica

www.pactoglobalcostarica.org



www.bopglobalnetwork.org



www.bopglobalnetwork.org



Network for
Business Sustainability

Business. Thinking. Ahead.

<http://nbs.net/>



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www.ccnrs.com





DIALOGUE CONFERENCES AND FORUM

We will facilitate and support dialog and debate among educators, students, businesses, government, consumers, media, civil society organizations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

This dialogue is presented in a way that makes explicit the INCAE mission as a fundamental means of understanding challenges, distributing ideas, driving actions and strengthening understanding between governments, civil society and the private sector, enhancing the foundations of integrated development in participating countries. Topics such as social responsibility, sustainability and responsible leadership play a key role in the continual dialogue, deliberation and debate that takes place between INCAE and various interest groups.



PRINCIPLE 5: PARTNERSHIP

Think Forward: Latin American Base of the Pyramid Forum, January 2015



Environment

Let's Lower the Temperature: Facing the New Climate Normality

This conference was organized within the framework of a massive online climate change course offered by the World Bank and facilitated by CLACDS. The activity complimented the Our Common Future Under Climate Change Conference, organized by UNESCO and broadcasted live to participants in Latin America, the United States and Europe.



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Corporate Sustainability

Latin American Corporate Sustainability Analysis Project (LACSA)

The Latin American Corporate Sustainability Analysis (LACSA) project, aims to fill a gap in knowledge about corporate sustainability in the developing world with a detailed set of case studies that explore corporate sustainability efforts in prominent Latin American companies. Students and professors working together in collaborative teams at Yale and at partner schools (including INCAE and EGADE Business School in Mexico) are developing the case study content. The initial analyses were shared and refined at a workshop in April 2016, and ultimately, will be published in a book and as scholarly articles. This initiative was launched by Yale Center for Environmental Law & Policy.



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Governance

Launching of the Global Competitiveness Report

As a partner of the World Economic Forum, CLACDS is responsible for the regional presentation of the results of the Global Competitiveness Report. The report launch has been held in Costa Rica for more than 15 years. Representatives of the government, public and private sectors participate in this event, which is transmitted via webcast to ensure its dissemination to every country in the region. In the most recent 2015 event, a panel discussion facilitated an analysis of the most important points for improving competitiveness in Costa Rica.



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42nd Summit of Heads of State and Government of the Central American Integration System (SICA)

Representatives of the Central American Private Sector Initiative (CAPSI), as well as former INCAE President, Arturo Condo, and former CLACDS Director, Lawrence Pratt, participated in this summit, which took place December 2013 in Panama. During the summit, participants presented to government leaders the private sector's regional perspective on the priorities and specific actions to be taken in each of the three areas of impact.



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Social

PRME Working Group on Poverty, a Challenge for Management Education

INCAE served on the organizing committee for the international conference Leveraging Innovative and Cross-country Learning for Poverty Reduction: Climbing the Economic Ladder – Examples from and for Nicaragua, held in July 2014 at INCAE’s Francisco de Sola campus in Managua. This conference focused on poverty eradication as a business responsibility of and its implications for business curriculum and strategy.



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Think Forward: Latin American Base of the Pyramid Forum

This three-day forum, held in Costa Rica in January 2015, brought together leading experts in sustainable business strategy and practice for the base of the pyramid (BoP), along with INCAE faculty members and business leaders. They discussed the challenges of implementing BoP strategies and best practices of companies operating in Latin America. Companies such as PEPSICO, Centrolac, Syngenta, Tetra Pak, Tía Supermarkets, CEMEX and Millicom participated in the workshop Top Management Strategy Challenge on BoP. Experts from the University of Vermont, William Davidson Institute at the University of Michigan, Drucker School, INCAE, University of the Pacific, University of the Andes, and Erb Institute for Global Sustainable Enterprise participated in the open conference Learning effective strategies on the basis of the pyramid from the experience of senior management.



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Dialogue on the Results of the Social Progress Index

The results of the Social Progress Index 2015 were presented at two events (one in Costa Rica, held in April, and the other in Nicaragua, held in October), including its implications for both countries. Decision makers and social innovators from all sectors participated in this event.



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II Central American Forum on Corporate Volunteerism

The event was organized by Fundación Telefónica, CLACDS, and the International Association for Volunteer Effort (IAVE), and was held in July 2015. The initiative aimed to share inspirational practices from the Central American region with business executives, NGO leaders and the public sector, thus helping to consolidate corporate volunteerism as a social expression of company work forces, and a strategic action for achieving business objectives.



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Gender Equality in Leadership

I Euro-American Women Leaders Forum

Diversity as a key to success

This forum was held in November 2014 in Costa Rica, and was a joint effort of INCAE, AmCham and Voces Vitales Costa Rica. The forum aimed to create a dialogue platform through which public and private sector leaders (both men and women) from Europe, North America and Latin America could exchange ideas and establish new partnerships in order to strengthen women's leadership in the business world. The main speakers included representatives of the Costa Rican government, Microsoft Latin America, Intel Corporation, HISPASAT and Talengo (Spain), Voces Vitales Costa Rica, AmCham Costa Rica, HSBC El Salvador and INCAE faculty members.

Gender Diversity in Leadership: Key private and public sector leaders

The Center for Collaborative and Women's Leadership (CCLW), in partnership with Vital Voices Costa Rica, offered bimonthly talks from June 2014 to November 2015, with the aim of strengthening the promotion and training of female leadership. Main speakers included former Costa Rican president Laura Chinchilla; former INCAE President Arturo Condo; Elizabeth Odio, Inter-American Court of Human Rights judge; José Aguilar, founder of Foundation for Youth Action; Juan Alfaro of Instituto de Empresas (IE) Madrid; and Patricia Cauqui, founder of People Motion.



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II Euro-American Women Leaders Forum

Collaborative leadership as a key to organizational success

The Center for Collaborative Leadership and Women (CCLW) and Voces Vitales held this second forum in November 2015 in Costa Rica, where public and private sector leaders, along with business students from Europe (London School of Economics, ESADE), the United States (Harvard, Georgetown) and Latin America (INCAE) exchanged ideas and defined proposals to strengthen the inclusion of women in the business world.



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Professor Susan Clancy and Camelia Ilie, I Euro-American Women Leaders Forum, November 2014

Talks: Women's Leadership

INCAE emphasizes the need to promote initiatives that include women in managerial positions, as board members, and on commissions within companies and business-supporting organizations, create gender equality awareness among private and public sector leadership, and provide materials on gender equality to human resources management processes.

Under this initiative, INCAE has given talks to various multinationals (P&G, Coca Cola, General Foods, Intel, Amazon, Scotiabank, Walmart, Citibank, Pfizer, and others), and have been asked to provide conference and seminars:

- Women in Costa Rican Private Enterprise. Organized by the Costa Rican Chambers and Private Enterprise Associations Union (UCCAEP).
- The Future of Central America: Opportunities and Challenges. Organized by INCAE and the David Rockefeller Center for Latin American Studies at Harvard University.
- Gender and Human Development in the Private Sector: A Fundamental Relationship. Organized by the Honduran Council of Private Enterprise's (COHEP) Gender Committee and sponsored by the International Labor Organization (ILO).
- Leadership of Enterprising Women. Keynote address at the Third EmpreMujer Forum in El Salvador, organized by Vital Voices.
- Strengthening Women's Leadership. This seminar covered the topic of understanding why leadership is necessary for an organization's present and future competitiveness, and identifying the main barriers that must be confronted or overcome to successfully occupy leadership positions.
- How we can develop our competencies and succeed in a male dominated industry. Talk to the Association de Mujeres del Sector Bancario en Costa Rica.
- The competencies women need to succeed to top management positions. Several talks online.
- Collaborative Leadership and Gender Diversity. The key success factor to reach competitiveness in the XXI Century. Full time MBA and Online Talks.



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1 Euro-American Women Leaders Forum, November 2014

The Dartmouth Atlas of Healthcare: A Tool for Transforming the Quality and Efficiency of Healthcare

In this CAHI-organized event, participants discussed the progress of the methodology developed by the University of Dartmouth, The Dartmouth Atlas of Health Care, and its role in informing and influencing changes in clinical practice and public policy, as well as mechanisms to disseminate these ideas around the world. Dr. David C. Goodman, renowned international expert and professor of Health Policy at the Dartmouth Institute for Health Policy and Clinical Practice, was the main speaker. The event was held in San José, Costa Rica, in February 2015, with the presence of health sector leaders and scholars.

Global Health: The Challenge for Central American Countries

In this talk, organized by CAHI, participants discussed disparities in health, social determinants, human resources for health education and research, and the potential role of universities. The discussion focused on the clear and inherent connections between health and culture, and emphasized how to identify innovative solutions for keeping Central American communities healthy. Dr. Nathan Bertelsen, recognized international expert and director of Global Health Selective at NYU School of Medicine, was the main speaker. Healthcare leaders and scholars attended the event, which was held in San José, Costa Rica, in April 2015.

Saving a Million Lives! Challenges to Control the Global and Local Tobacco Industry

Smoking remains the leading cause of preventable death in the world, with a related mortality rate of 6 million people a year. The talk, organized by CAHI, was led by Dr. Scott Sherman, Associate Professor at New York University (NYU). He commented on the successes and challenges to reducing the global impact of smoking, and discussed cost-effective solutions to help smokers significantly reduce their tobacco use. The event was held July 2015 in Managua, Nicaragua.

Organizational Change and Innovation in the Health Care Sector

Implementing change processes and generating innovation are two of the main challenges faced by both public and private organizations. For this reason, CAHI invited Dr. Christopher Dickey, Professor at New York University, and Dr. Jesper B. Sørensen, Professor at Stanford Graduate School of Business, to discuss how healthcare organizations can face these challenges by allocating resources efficiently and encouraging leadership at different levels within the institution. The activity was held February 2016, in San José, Costa Rica.



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Nutrition in Guatemala: Strengthening primary care. July 2016. Photo courtesy of CAHI

STUDENT-LED CONFERENCES

1st Annual Business Ethics in the Americas Conference (BEAC)

January 15, 2015

The objective of the conference was to increase the ability of MBA students to understand and successfully deal with their home nation's business ethics and corruption challenges by studying crucial issues and innovative solutions from a hemispheric perspective, and by forming more extensive and robust hemispheric networks.

The event was addressed to the INCAE community, and live-streamed to the Global Network of Advanced Management (GNAM). BEAC speakers included Arturo Condo (former INCAE President and member of the Oath Project Advisory Board), Mary Gentile (director of Giving Voice to Values and Senior Research Scholar at Babson College), Carlos Hernán Robles (former Anglo-Costa Rican Bank Manager), and Brad Lorge (co-founder of Premonition and entrepreneur of technology-social development businesses).



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BEAC, January 2016

TEDxINCAE

TedxINCAE was held on January 23, 2016, with the objective of showcasing the best of INCAE and Latin America to the world, promote valuable ideas from the region and boost the creation of a TedxINCAE community.

The event offered talks on leadership, innovation, technology and sustainable development. It included presentations from 27 experts, and nearly 200 participants from 18 countries (including INCAE students and graduates, entrepreneurs and other interested members of the public).

TedxINCAE was live-streamed, totaling more than 2,200 playbacks in 34 countries (United Arab Emirates, Argentina, Austria, Bolivia, Brazil, Canada, Switzerland, Chile, Colombia, Costa Rica, Germany, Denmark, Dominican Republic, Ecuador, Spain, France, Guatemala, Holland, Honduras, Ireland, Luxembourg, Mexico, Nicaragua, Panama, Peru, Paraguay, Qatar, the United Kingdom, Sweden, Slovenia, El Salvador, the United States, Uruguay and Venezuela). In addition, videos from various speakers have been reproduced on YouTube more than 17,000 times.



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Roberto Artavia, TEDxINCAE. January 2016





ORGANISATIONAL PRACTICES

ENVIRONMENTAL CONSERVATION

We understand that our own organizational practices should serve as example of the values and attitudes we convey to our students.

INCAE has two campuses—one in Costa Rica, and the other in Nicaragua. These campuses operate collectively as a single organization, share strategic resources, and are guided by the same standards, codes and processes. The same practices regarding environmental conservation, waste management, carbon emissions reduction, responsible management of water and energy resources and care for flora and fauna are practiced on both campuses.

Francisco de Sola Campus, Nicaragua

Our Flora and Fauna

A fauna inventory was carried out in 2014 to identify many of the species that inhabits both campuses. Its purpose was to define areas of natural interest and, through education campaigns, increase environmental awareness among INCAE students and staff, and improve management of trails within the campus.

Through various environmental projects and initiatives that promote sustainable living on campus, INCAE aims to transfer what students learn in the classroom to their daily lives.

Campus	Number of wildlife species found	Number of tree species found
Francisco de Sola	71	53
Walter Kissling Gam	87	80



Walter Kissling Gam Campus, Costa Rica

Reducing Greenhouse Gas Emissions

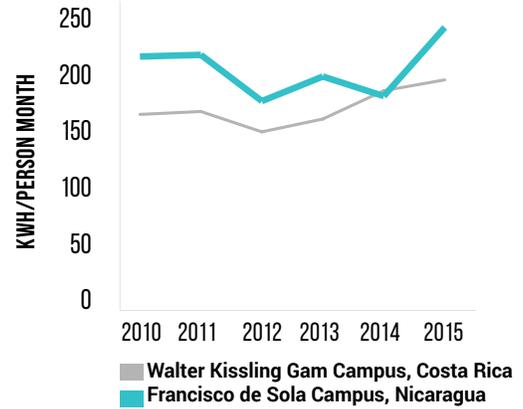
The project "Reducing INCAE GHG Emissions" began in 2011. The first step was to conduct an initial diagnosis that allowed INCAE to identify priorities and next steps.

Electricity

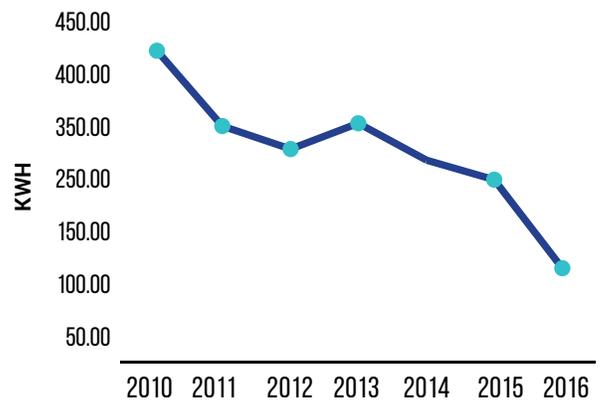
Measures focused on reducing electricity consumption through actions such as:

- Solar panel installation in 2012-2013 to heat showers in houses on both campuses.
- Switch to alternative technology for internal and external lighting on both campuses in 2012-2013.
- Installation of skylights in the Financial department and cafeteria in the Walter Kissling Gam campus in 2012 and 2014.
- Signing of an agreement between INCAE and the Costa Rican Electricity Institute (ICE) in 2015 to participate in a pilot project launched by the Government of Costa Rica for the installation of photovoltaic panels. The project has been implemented in one of the houses on the Walter Kissling Gam campus.
- Audits to identify energy-saving opportunities in 2015.
- Purchase of a new and more efficient central air conditioning system in 2015, that includes centralized controls for monitoring use.

Electricity consumption at INCAE



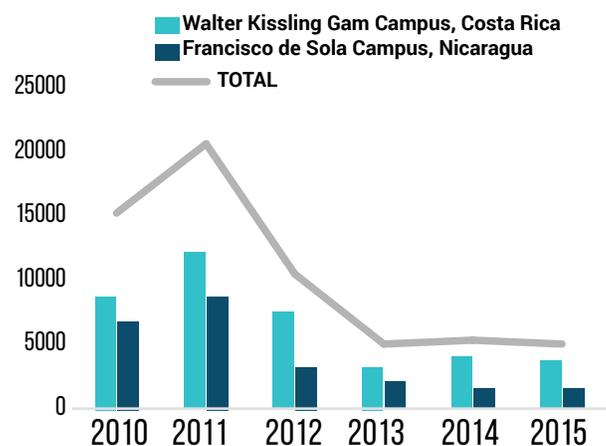
Averaged monthly electricity consumption in a house with a photovoltaic panel.



Solid Waste

- Reduction of printed materials for students and redesigned internal procedures in 2012, significantly reducing INCAE's paper use. Policies such as reusing paper and printing on both sides were also implemented.
- Elimination of all disposable containers from INCAE's cafeterias in 2015-2016, reducing solid waste by an average of 3 tons per year.
- Implementation since 2009 of a recycling program that collects materials such as paper, aluminum and plastic, as well as special and hazardous electronic waste and batteries.

Paper use at INCAE



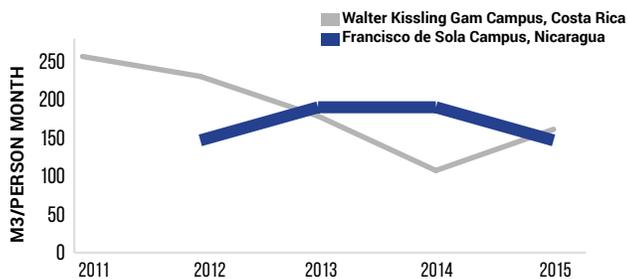
Fossil Fuels

- Purchase of seven electric vehicles for internal transportation in 2015 in order to reduce institutional transportation emissions.

Water Resource Management

- 2014 initiation of a plan to install more water-efficient faucets in all buildings in the Walter Kissling Gam campus, and all houses on the Francisco de Sola campus.
- Extension of the water irrigation system in the Walter Kissling Gam campus in 2015. Water used for irrigation is not potable; rather, it is obtained from a nearby stream and carried through a distribution system that uses gravity to automatically trigger when ponds are full, in order to avoid energy consumption.

Averaged water monthly consumption at INCAE, per person



Sustainable Purchases

- Inclusion in 2013 of an environmental clause in all INCAE supplier contracts. Today, all suppliers that provide services within INCAE premises must comply with the institution's environmental policies and initiatives.
- Similarly, development in 2013 of environmental criteria and parameters for selecting and purchasing certain products, such as paper and cleaning supplies.

Environmental Education Initiatives

Since 2011, INCAE has held an annual contest called "Sustainable Little House." The contest aims to promote environmentally-friendly habits via a friendly competition in which students organize to promote sustainable water and electricity use and appropriate waste sorting in their houses.



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Francisco de Sola Campus, Nicaragua

