



IPADE BUSINESS SCHOOL
UNIVERSIDAD PANAMERICANA

ANNUAL REPORT

2015
SEPTEMBER
AUGUST
2016

PROGRAMS

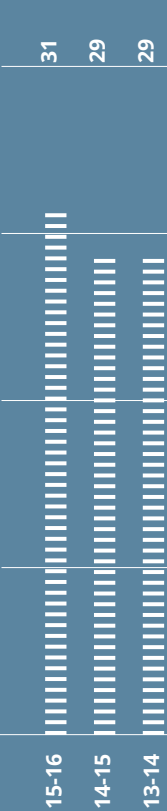
MBA

Full-time
Executive

SENIOR
MANAGEMENT

Executive Management (AD-2)
General Management (AD)
Management Development (D-1)

31
Programs



1353
+
Graduates



More than 35,523
since 1967

6,918
Academic Sessions



CAMPUSES

PERMANENT

Mexico City
Guadalajara
Monterrey

SATELLITE

Ciudad Juárez
Puebla
San Luis Potosí
Veracruz
Villahermosa

ACADEMIC DEPARTMENTS

Decision Analysis
Economic Environment
Financial Management
General Management
Human Resources Management
Marketing Management
Managerial Control and Information
Operations Management
Organizational Behavior
Social and Political Environment

FACULTY

69
Full-time professors
27
Professors with PhDs
27
Visiting professors

IPADE BUSINESS SCHOOL IS THE LEADING LATIN AMERICAN BUSINESS SCHOOL FOCUSED ON THE ADVANCEMENT OF MANAGERIAL SKILLS IN THE GLOBAL BUSINESS COMMUNITY. FOUNDED IN 1967 BY A DISTINGUISHED GROUP OF MEXICAN BUSINESSMEN, IPADE CURRENTLY HAS THREE FIXED CAMPUSES IN MEXICO CITY, GUADALAJARA, AND MONTERREY. OUR PRESENCE IN MEXICO'S MOST IMPORTANT CITIES HAS ALLOWED US TO BUILD A NETWORKING COMMUNITY OF MORE THAN 35,000 GRADUATES.

*We honor another year of hard work and dedication
to making the business world an engine of change in
our society.*

*Inspiring people.
Developing leaders.*

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the Dean**

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DEAR MEMBER OF THE IPADE COMMUNITY:

It is my great pleasure to present you with the 2015-2016 Annual Report, which reflects the hard work and achievements of all the members of our beloved institution over the past academic year.

Since its founding, IPADE has pursued a challenging but supremely gratifying mission: to develop managerial skills in the men and women that lead Mexico's companies. We are committed to instilling a humanistic focus within organizations, because this is the only way that organizations can be competitive and sustainable in the long term, as well as exemplary organizations that embody the ideals of community and have a shared purpose and vision.

To that end, IPADE's academic offering is characterized by innovation, with a strong focus on global thinking, social responsibility, and Christian values. The quality of our work has been recognized in rankings issued by a number of prestigious publications that place IPADE as the leading business school in Mexico and Latin America:

- *Financial Times*. Ranked IPADE as the best business school in Mexico and Latin America, and recognized the Full-time MBA as among the best in the world for its focus on entrepreneurial development.
- *Forbes*. Mentioned in its *The Best International 2-Year Business School* ranking; IPADE was the only Latin American business school.
- *Expansión*. Ranked best MBA in Mexico for the ninth consecutive year.



Over the past academic year, we have laid the foundations for a number of exciting projects at IPADE. For one, we hosted the Harvard Business School Advisory Committee, whose biannual visit enriches our work by keeping us abreast of the best practices in Top Management training.

We are also preparing a variety of projects that will frame IPADE's 50th anniversary celebration in 2017. These projects will honor past achievements while simultaneously inspiring the innovation and growth that will lay the foundation for our next fifty years.

I invite you to take a closer look at the academic life of IPADE outlined in this report and learn about the results and achievements of our participants, graduates, professors, and staff.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Rafael Gómez Nava'.

Rafael Gómez Nava, PhD
Dean

"It is part of IPADE's mission to offer relevant content that contributes to the development of companies and the people who lead them."

Rafael Gómez Nava
Dean of IPADE Business School



SENIOR MANAGEMENT PROGRAMS

The Senior Management Programs (AD-2, AD, D-1) provide CEOs and entrepreneurs with the tools they need to face the challenges of an increasingly demanding global environment. These programs help them perfect their leadership skills so they can more adeptly manage the most critical elements they face: growth and change in the company.

During this academic year, IPADE offered Senior Management Programs at the Mexico City, Guadalajara, Monterrey, Villahermosa, Puebla, Veracruz, Ciudad Juárez, and San Luis Potosí campuses and satellite locations, enrolling more than 800 participants. These executives came to IPADE with the intention of honing their management skills in order to better face the new challenges caused by the ever-changing global environment and business trends.

PARTICIPANTS

AD-2

Ciudad Juárez	43
Guadalajara	52
Mexico City	80
Villahermosa	30

AD

Mexico City	90
-------------	----

D-1

Guadalajara	64
Mexico City	273
Monterrey	87
Puebla	45
San Luis Potosí	36
Veracruz	35



Senior Management
Program AD-2
IPADE Mexico City campus

INTERNATIONAL DAYS

In March, more than 800 participants from the Senior Management Programs convened for a three-day event at the Mexico City campus. The theme for the 2016 International Days was “Leading in an Era of Disruption.” Three professors from Kellogg School of Management participated in the event: Sanjay Khosla, Greg Carpenter, and Sergio Rebelo. They were joined by IPADE faculty members Rodrigo de León, Rafael Ramírez, and Carlos Castellanos. The professors reflected on worldwide economic tendencies and growth engines in the global market, as well as growth opportunities for Mexico and the challenges posed by different forms of innovation.



STUDY TRIPS

Senior Management Program participants made two study trips to learn about the business environment in other regions. The first visit was to the IESE Business School campus in New York City, and the second was to Harvard Business School, in Boston. These trips provided participants with the opportunity to experience international business relations at two of the most prestigious schools in business education.



Theme	Cities Visited	Schools Visited	Sessions	Participants
Global Business Program	New York City, USA	IESE Business School NYC	16	55
Leading Global Growth through Innovation Program	Boston, USA	Harvard Business School	15	62



Greg Carpenter
Professor, Kellogg School
of Management



Eduardo Osuna
CEO of BBVA Bancomer

FULL-TIME MBA

The Full-time MBA offers academic and personal growth focused on developing each participant's business leadership potential and global understanding of the art of management.

The 2015-2016 Full-time MBA Program session began in September at IPADE's Mexico City and Monterrey campuses. Eduardo Osuna, CEO of BBVA Bancomer and IPADE MBA graduate, spoke to the incoming participants and shared his experience of both completing the Program and following his career path.

PARTICIPANTS

164 MEXICO CITY 111 MONTERREY

- 240 Mexico
- 1 Australia
- 1 China
- 1 Costa Rica
- 2 El Salvador
- 1 Germany
- 1 Guatemala
- 3 India
- 1 Poland
- 2 South Korea
- 8 Spain
- 2 Switzerland
- 12 United States

INTERNATIONAL WEEK

This year's Full-time MBA International Week theme was "Doing Business in Mexico: Emerging Markets." IPADE invited students from 29 business schools in 19 countries to the Mexico City campus. Entrepreneurs, academics, and managers with expertise in emerging markets facilitated sessions. These included Fernando Pliego, Product Marketing Manager at Google, Fernando Serpa, Vice President of Global Sourcing at Walmart Latin America, Andrés Fabre, Global COO of KidZania, and Fernando Aguirre, CEO of Chiquita Brands International.

24
PARTICIPANTS
29
SCHOOLS
19
COUNTRIES

- CKGSB, Cheung Kong Graduate School of Business
- Darden Graduate School of Business Administration, University of Virginia
- EBS European Business School
- EDHEC Business School
- ESSEC Business School
- Goizueta Business School, Emory University
- Guanghua School of Management, Peking University
- IAE Business School
- IESA - Instituto de Estudios Sociales Avanzados
- IPADE Business School
- Jones Graduate School of Business, Rice University
- Kellogg School of Management-Northwestern University
- Lagos Business School, Pan-Atlantic University
- MIP - Politecnico di Milano Graduate School of Management
- NHH Norwegian School of Economics
- NUCB Graduate School, Nagoya University of Commerce & Business
- PAD Escuela de Dirección, Universidad de Piura
- Poznan University of Economics
- RMIT University Vietnam
- School of Business, The George Washington University
- Solvay Brussels School of Economics and Management
- St. Gallen University
- UNC Kenan-Flagler Business School, The University of North Carolina at Chapel Hill
- UNIS Business School, Universidad del Istmo
- Università Commerciale Luigi Bocconi
- University of Mannheim Business School
- Universität Witten/Herdecke
- Warwick Business School
- Zagreb School of Economics and Management - ZSEM



Full-time MBA
International Week
IPADE Mexico City campus



STUDY TRIP

As they do each year, IPADE’s Full-time MBA students participated in their study trip abroad. This activity is extremely important for the Full-time MBA Program, as it strengthens participants’ academic development and enriches their international experience.

Cities Visited	Schools Visited	Dates	Companies Visited
Beijing and Shanghai, China	CEIBS, China Europe International Business School	April 2-15	The Hutong Curtis, Mallet-Prevost, Colt & Mosle LLP Natural Resources Defense Council Jun He Law Offices Mexican Embassy in Beijing Lenovo Cushman & Wakefield Gruma Gao Feng Advisory Company Shanghai Volkswagen BBDO China Caterpillar Stanley Black & Decker Baosteel
Ho Chi Minh City, Vietnam and Singapore	RMIT University Vietnam	April 4-15	HSBC Bank Vietnam DP World and Saigon Premier Container Terminal Olam Vietnam Limited Century Synthetic Fibre Corporation Google Southeast Asia SDV Logistics IBM Citigroup Singapore NEWRI

INTERNATIONAL EVENTS

IPADE Case Competition
Participating Schools:
Darden School of Business
IAE Business School
IESE Business School
Telfer School of Management
Tuck School of Business

Companies Involved:
Deloitte and Novartis
37 Participants (10 international participants hosted at the Mexico City and Monterrey campuses)

MIT Sloan Latin American Startup Competition
2 participants from IPADE

Nespresso MBA Sustainability Challenge
2 participants from IPADE

Soccer Tournament at Tuck School of Business

Soccer Tournament at the University of Texas at Austin Mc Combs School of Business

Full-time MBA Program
IPADE Mexico City campus

EXCHANGES

IPADE hosted 49 international participants as part of its exchange agreements.

49 PARTICIPANTS
40 MEXICO CITY
9 MONTERREY

3 COUNTRIES
Argentina 1
Croatia 1
France 3
Germany 12
India 5
Italy 4
Nigeria 1
Norway 2
Peru 5
Poland 9
Scotland 1
Switzerland 1
United States 4

115 Full-time MBA participants studied at various schools around the world as part of the exchange program.

15 PARTICIPANTS
70 MEXICO CITY
45 MONTERREY

80 COMPANIES PARTICIPATED IN THE BUSINESS FORUM

CAREER SERVICES OFFICE (CEDIC)

The Career Services Office (CEDIC) helps Full-time MBA students align their professional aspirations with their abilities and interests and provides with the tools to find the position that is the best fit.

7 Industry Forums
Consumer Products
Technology
Consulting
Banking and Financial Services
Social Innovation
Sports
Pharmaceutical



Full-time MBA Program
IPADE Mexico City campus

EXECUTIVE MBA

The Executive MBA is a transformative program that boosts participant’s managerial careers by enhancing their decision-making abilities and perfecting the skills required to assume positions with even greater responsibility.

During the inauguration of the Executive MBA Program Director Rafael Ramírez de Alba emphasized the importance of collaborative learning at IPADE: “Here at IPADE you will not only learn from what you study, but you will also learn from your classmates. Today, the first day of the program, you are entering into a contract with each one of them; everybody contributes, and in the future when your classmates do not adequately prepare their cases, you should demand that they comply fully with this important contract.”

PARTICIPANTS

MEXICO CITY

GUADALAJARA

MONTERREY



Executive MBA Program
IPADE Mexico City campus

INTERNATIONAL WEEK

As they do each year, a group of entrepreneurs and managers from Executive MBA Programs at 20 schools in 15 different countries around the world came to IPADE to participate in the Executive MBA International Week.

The primary theme of this year's week was "Business Solutions to Poverty." The event featured a distinguished group of international experts and professors from various countries that came together to share knowledge and experience, enrich management practices, and discover new business models to help people overcome poverty and to create wealth in a sustainable way.

PARTICIPANTS

IPADE

INTERNATIONAL

Canada 4
Chile 1
Colombia 95
Dominican Republic 10
Germany 7
Guatemala 13
Hungary 2
Italy 2
Netherlands 3
Peru 61
United Kingdom 6
United States 40
Uruguay 77
Vietnam 6

Jil Van Eyle
*Creator and Developer of Teaming
Executive MBA International Week*

STUDY TRIPS

Theme	Cities Visited	Schools Visited	Dates	Companies Visited
International Business	London, Ontario, Canada	Richard Ivey School of Business	February 14-20	
Innovation	San Francisco, United States	Haas School of Business	February 15-20	Pax Water Cisco Systems Google
Marketing	Chicago, United States	Kellogg School of Management	March 18-April 1	Harley-Davidson
Entrepreneurship	Shanghai and Beijing, China	CEIBS, China Europe International Business School CKGSB, Cheung Kong Graduate School of Business	March 28-April 7	JWT China GE China Technology Center China Accelerator Volvo Construction Equipment Silicon Valley Bank Accenture JD.com Perfect World
Value Investing - Finance	New York, United States	Columbia Business School	March 28-April 1	Metalmark Capital Infrastructure Group Inc. CFA Institute



Executive MBA Program
IPADE Mexico City campus

IPADE
INTERNATIONAL ACTIVITIES

HARVARD BUSINESS SCHOOL
ADVISORY COMMITTEE

HKUST PROGRAM

At its founding IPADE formed a joint Advisory Committee with Harvard Business School to maintain a strong link between the two institutions. This Committee, consisting of IPADE's Management Committee and two distinguished Harvard Business School professors, meets every two years to share teaching perspectives on the challenges and opportunities faced by the business schools, and to learn from each other's experience.

The work done by the Harvard Business School Advisory Committee provides IPADE with an international perspective, and promotes ongoing, cutting-edge collaboration in business education and leadership.

In 2016, IPADE once again welcomed members of the Committee for a two-day visit, during which they tackled diverse issues central to IPADE's development, including: innovation and technology, globalization, academic and professional development of faculty, and institutional collaboration.

As part of the various international agreements IPADE has with other business schools around the world, IPADE's International Office arranged a visit for representatives of the Hong Kong University of Science and Technology (HKUST) from June 6-9. Visitors enjoyed a program of 10 sessions given by IPADE professors Antonio Sancho y Maldonado, Rodrigo de León González, and Rafael Ramírez de Alba.

The visiting group was made up of 13 participants from China, India, and Hong Kong, who came to IPADE to learn more about the institution, to better understand the political and economic environment in Mexico, and to learn about doing business in the country.

IPADE COSTA RICA
AND IPADE PANAMA

Just as a group of Mexican businessmen decided to create IPADE 49 years ago, two groups of businesspeople –one from Costa Rica, the other from Panama– recently proposed replicating the same experience in their respective countries.

IPADE Costa Rica and IPADE Panama seek to promote the development of business skills in Central America.

INTERNATIONAL VISITS

Representatives from various international business schools visited IPADE to embark on new collaborative projects and create new synergies between their respective institutions and IPADE.

School	Country	Visitor
MGSM Graduate School of Management, Macquarie University	Australia	Ross Hosmann , Director Business Development and Marketing
Coggin College of Business, University of North Florida	United States	Andrés Gallo , Professor of Economics Timothy Robinson , Director, International Affairs Mauricio González , Vice President for Student and International Affairs
Teikyo University	Japan	Yoshihito Okinaga , President and Chairman Tsutomu Haeno , Dean, Faculty of Science and Engineering Hiromi Ehara , Dean, Faculty of Language Studies Yanagihara Naohisa , Professor, Department of Biosciences Kawamoto Kiyoshi , Director, Utsunomiya Campus Hirako Hideaki , Adviser, Utsunomiya Campus Nozaki Takunosuke , Manager of Headquarters, International Planning Dep.
London School of Economics	United Kingdom	Beatriz Lorenzo , Director, Latin American Relations
Paul J. Hill School of Business, University of Regina	Canada	Vianne Timmons , President Andrew Gaudes , Dean, Business School Livia Castellanos , Chief International Officer Sofía Martínez , International Relations and Partnerships Manager
Montpellier Business School	France	Yvon Desportes , Dean, International Relations



Harvard Business School Advisory Committee
Richard Vietor, J. Gunnar Trumbull and W.
Carl Kester, with IPADE Dean and
Board of Directors

INTERNATIONAL AGREEMENTS

The International Office is in charge of establishing and maintaining agreements with other business schools throughout the world and now has agreements with 98 other institutions world-wide.

5 CONTINENTS 36 COUNTRIES 98 ACADEMIC AGREEMENTS

NORTH AMERICA

CANADA: Faculty of Business Administration, Université Laval • IVEY Business School, Western University • Kenneth Levene Graduate School of Business, University of Regina • Rotman School of Management, University of Toronto • Schulich School of Business, York University • Smith School of Business, Queen's University • Telfer School of Management, University of Ottawa • **UNITED STATES:** A. B. Freeman School of Business, Tulane University • Coggin College of Business, University of North Florida • Columbia Business School • COX School of Business, Southern Methodist University • Crummer Graduate School of Business, Rollins College • D'Amore-McKim School of Business - Northeastern University • Darden School of Business, University of Virginia • David Eccles-School of Business, The University of Utah • Goizueta Business School, Emory University • Haas School of Business, University of California Berkeley • Harvard Business School • Jones Graduate School of Business, Rice University • Kellogg School of Management, Northwestern University • Mays Business School, Texas A&M University • Michael Foster School of Business, University of Washington • Owen Graduate School of Management, Vanderbilt University • Robert H. Smith School of Business, University of Maryland • School of Business, The George Washington University • Simon Business School, University of Rochester • Tuck School of Business at Dartmouth College • UMASS Boston, The University of Massachusetts Boston • UNC Kenan-Flagler Business School, The University of North Carolina at Chapel Hill • USC Marshall School of Business, University of Southern California • Van Loan School of Graduate and Professional Studies, Endicott College

LATIN AMERICA

ARGENTINA: IAE Business School • UAS - Universidad Austral • **BRAZIL:** FIA - Fundação Instituto de Administração • Instituto COPPEAD de Administração/UFRJ • ISE Business School • **CHILE:** Escuela de Administración, Pontificia Universidad Católica de Chile • ESE Business School • Facultad de Negocios y Economía, Universidad de Chile • Universidad Diego Portales • **COLOMBIA:** INALDE Business School, Universidad de La Sabana • **DOMINICAN REPUBLIC:** Barna Business School • **ECUADOR:** IDE Business School • **GUATEMALA:** UNIS Business School, Universidad del Istmo • **PERU:** PAD Escuela de Dirección, Universidad de Piura • **URUGUAY:** IEEM - Instituto de Estudios Empresariales de Montevideo • **VENEZUELA:** IESA - Instituto de Estudios Sociales Avanzados

EUROPE

BELGIUM: Solvay Brussels School of Economics and Management • **CROATIA:** Zagreb School of Economics and Management - ZSEM • **ESTONIA:** Tallinn University of Technology • **FINLAND:** School of Business, Aalto University • **FRANCE:** EDHEC Business School • EMLYON Business School • ENPC - École des Ponts Business School • ESLSA Business School • ESSEC Business School • Montpellier Business School • **GERMANY:** EBS Business School • Faculty of Management and Economics, Witten/Herdecke University • Mannheim Business School, University of Mannheim • Nordakademie University of Applied Sciences • The KLU, Kühne Logistics University • **HUNGARY:** CEU Business School • **IRELAND:** School of Business, Trinity College Dublin • UCD Smurfit Graduate Business School • **ITALY:** Graduate School, Università Bocconi • LUISS Business School • MIP - Politecnico di Milano Graduate School of Business • **NETHERLANDS:** Rotterdam School of Management • **NORWAY:** NHH-Norwegian School of Economics • **POLAND:** Poznan University of Economics and Business • **PORTUGAL:** AESE Business School • **SPAIN:** IESE Business School • **SWITZERLAND:** St. Gallen University • **UNITED KINGDOM:** London Business School • University of Edinburgh Business School • Warwick Business School

ASIA

CHINA: CEIBS, China Europe International Business School • CKGSB, Cheung Kong Graduate School of Business • Guanghua School of Management, Peking University • **HONG KONG:** HKBU School of Business, Hong Kong Baptist University • **INDIA:** Indian Institute of Management Bangalore • Indian Institute of Management Raipur • Institute of Management Technology • **ISRAEL:** Recanati Business School, Tel Aviv University • **JAPAN:** NUCB Graduate School, Nagoya University of Commerce & Business • **PHILIPPINES:** Asian Institute of Management • University of Asia and The Pacific • **SOUTH KOREA:** School of Business, Yonsei University • **VIETNAM:** RMIT University Vietnam

AFRICA

EGYPT: UN Business School • **IVORY COAST:** IHE Business School • **KENYA:** SBS Business School • **MOROCCO:** ESCA École de Management • **NIGERIA:** Lagos Business School, Pan-Atlantic University •

OCEANIA

AUSTRALIA: Business School, University of South Australia • Faculty of Business and Economics, Monash University • MGSM Graduate School of Management, Macquarie University

Alejandro Vázquez Ríos
Professor, Human
Resources Management
Department



"If you only consider the food industry, without even taking into account the beverage industry, it is much larger than the automotive industry in Mexico."

Eugenio Gómez Alatorre
Academic Director of the Food and Beverage Industry Meeting

FOCUSED PROGRAMS

The Focused Programs were created in response to increasing demand for programs designed to address specific challenges facing particular sectors of the global business environment. Each program thoroughly analyzes the different factors that impact the development of a given business environment in order to generate innovative solutions to existing problems.

15
PARTICIPANTS
10 PROGRAMS

Mexico City Campus – 6 Programs

- Management through Services Program: 63
- Senior Management Program in the Agribusiness Chain (ADEA): 66
- Chairmen and Board Members Program: 45
- The Human Side of the Director Program: 56
- innovAD Program (Innovation for Senior Management Program): 43
- Family Business Summit: 107

Guadalajara Campus – 3 Programs

- Management through Services Program: 62
- Senior Management Program in the Agribusiness Chain (ADEA): 47
- Senior Management Program in Private Equity (ADECaP): 40

Houston – 1 Program

- Family Business Summit: 76

FOOD AND BEVERAGE INDUSTRY MEETING

The Food and Beverage Industry Meeting is jointly organized by IPADE and IESE Business School, and brings together experts, academics, and managers to encourage dialogue, promote learning, and to share experiences, keys to success, and best practices regarding pressing challenges.

204 attendees participated in the second-annual Food and Beverage Industry Meeting, discussing the theme of the event, “Innovation for the Global Market,” including strategies for taking advantage of the opportunities offered by increasingly demanding customers, and a focus on innovation as the key to staying competitive.



José Antonio Dávila Castilla
Director, Research Center for Business
Entrepreneurial Initiative-EY (CiiE-EY)

IN-COMPANY PROGRAMS

In-Company Programs are custom-designed for individual companies in response to their specific needs through a program aligned with their strategic visions. Each program is unique because it is tailored to the specific needs of each organization.

Countless public and private organizations have approached IPADE with the goal of addressing particular situations or concerns, including resolving specific problems, creating new strategies, or restructuring their business models or one or more internal business areas. There is a constant demand for In-Company Programs because IPADE works hand-in-hand with companies to provide solutions for specific strategic needs; the company gets a solution tailor-made for its particular staff and needs. There is a 66% repeat purchase rate for the programs.

4,172
PARTICIPANTS

MEXICO CITY CAMPUS
2,630 PARTICIPANTS

PROGRAMS 38
SESSIONS 500
COMPANIES 24

GUADALAJARA CAMPUS 911 PARTICIPANTS
MONTERREY CAMPUS 631 PARTICIPANTS

PROGRAMS	8	PROGRAMS	8
SESSIONS	94	SESSIONS	122
COMPANIES	4	COMPANIES	8



Lorenzo Fernández Alonso
IPADE Monterrey campus Director

LIAISONS

Since IPADE's founding nearly 50 years ago, more than 35,000 participants have passed through its halls. These graduates form the IPADE Alumni Association –the most important community of businesspeople in Mexico and Latin America. At IPADE, we believe that it is of utmost importance to provide our graduates with the tools they need to stay connected with each other and with the business school. It is also important that they continue to develop and perfect their managerial skills. We have designed a series of programs and services to specifically meet this need.



CONTINUOUS UPDATING MANAGEMENT PROGRAM

- General Management**
Exploring and Re-thinking Borders in the Work of the Manager and Businessperson
- Human Resources Management**
Environment, Strategy, and Culture:
Appropriate Talent in the Right Place at the Right Time
- Financial Management**
Innovation in Wealth Management
- Economic Environment**
Growth, Stability, and Competitiveness:
Challenges of the Current Economic Environment
- Managerial Control and Information**
Board of Directors Control
- Social and Political Environment**
Democracy in the 21st Century:
Decline or Renewal
- Marketing Management**
Marketing Strategy for Mexican Brands and Companies in International Markets
- Operations Management**
Building a Globally Competitive Operations Strategy
- Organizational Behavior**
Handling Incompetence

Martha González Pérez-Sandi
Director of the Cognitive Solutions Unit of IBM Mexico
Research presentation "C-suite: Redefining Borders"

INTERNATIONAL CONTINUOUS UPDATING MANAGEMENT COURSE (CICA)

CICA is an effort to maintain an ongoing relationship with the IPADE Alumni Association, promoting contact among members of the largest business networking community in Latin America.



Every year, at the conclusion of the Continuous Updating Management Program, graduates and current students from the most important business schools in Latin America gather at IPADE for a week in July to participate in the International Continuous Updating Management Course (CICA).

Participating Schools
BARNA Business School
 Dominican Republic
INALDE Business School
 Colombia
UNIS Business School
 Guatemala
IDE Business School
 Ecuador

EXTRAORDINARY SESSIONS

Sessions: 7
Total attendees: 1,190

Corruption and Impunity: Critical Issues to Avoid when Constructing Governance
Juan José Alonso Llera
 Visiting Professor in the Social and Political Environment Department

Want to Live Well? Work Better!
Carlos Rossell
 Professor Emeritus of the Financial Management Department

Ilusiones, S.A.
Roberto Girault
 Filmmaker, writer, and photographer

Orchestral Suite
Gabriel Pliego
 Director of the School of Fine Arts at UP

Mexico 2012-2018: A Nation of Constant Challenges
Alfonso Navarrete Prida
 Secretary of Labor

Pope Francis Impacts the Global Agenda: Highlights from the "Laudato Si"
Cristian Mendoza Ovando
 Professor in the School of Communication at Pontificia Università della Santa Croce

Business Intelligence and Big Data Applied to Control
Raúl Ibáñez Trianteno
 Director and Professor in the Control Department at the Instituto Internacional San Telmo

CEO LECTURE SERIES

Sessions: 4
Attendees: 900

José María Zas
 President and Regional Director General, American Express

John Rice
 Vice Chairman, GE

Alejandro Ramírez
 CEO, Cinépolis

Rogelio Velasco
 CEO, Cisco México

IPADE ALUMNI SESSIONS

The IPADE Alumni Sessions was established to extend IPADE's alumni offerings beyond its three permanent campuses to reach the more than 10,000 graduates living all over Mexico, wherever they may be. This activity brings cutting edge research to graduates living in or around a wide array of cities.



Siobhan Talbot
 Group Managing Director of Ganblia
 CEO Lecture Series

IPADE GUADALAJARA CAMPUS

The IPADE Guadalajara Campus welcomes more than 500 participants per month, from companies whose sales make up approximately 37% of the GDP of the state of Jalisco.

Executive Management Program (AD-2)

The AD-2 Program had 52 participants that directly influence more than 47,700 people. Women make up 15% of the group, managing sales of approximately \$13 billion MXN.

Management Development Program (D-1)

64 students participated in the D-1 Program, 18 of whom were women, the highest level of female participation in a Senior Management Program at that campus.

Executive MBA

The Executive MBA participants represent 57 companies with accumulated sales of roughly \$191 billion MXN, and that generate 260,000 direct jobs.

Senior Management Program in the Agribusiness Chain (ADEA)

47 students participated in ADEA with total sales among the group representing 3% of Jalisco's GDP, and participants had direct managerial control of 33,600 people.

Senior Management Program in Private Equity (ADeCaP)

40 students participated in ADeCaP. Total sales among the group represented 2.2% of Jalisco's GDP, and participants had direct managerial control over 11,800 people.

Management through Services Program

This program enrolled 62 participants, with total sales among the group representing 1.6% of Jalisco's GDP, and participants had direct managerial control of 23,000 people.

Continuous Updating Management Program

221 graduates participated in the Continuous Updating Management Program, returning to IPADE's classrooms to stay up-to-date on the latest business trends and proving that business education is an ongoing process.

IPADE GALA 2016

Several years ago, Carlos Garciarce encouraged IPADE to begin construction of a new campus to serve the business community in Guadalajara and surrounding cities. Garciarce not only provided the first significant donation, but he also encouraged other local businesspeople to do the same, including Horacio Fernández, Ricardo Covarrubias, Juan Lerdo de Tejada, Carlos Valenzuela—all educated at IPADE. This group became the first Board of Patrons at IPADE's campus.

In February, the current Board of Patrons of the Guadalajara campus celebrated the 2016 IPADE Gala at the facilities that Don Carlos made possible through his initial efforts. The event attracted more than 200 attendees and was intended to honor and acknowledge the generosity of IPADE Guadalajara's benefactors.



IPADE Gala 2016
Guadalajara Campus

IPADE MONTERREY CAMPUS

During its recent anniversary celebrations, the IPADE Monterrey Campus welcomed six members of the first graduating class back to its classrooms. The reunion was very special and emotional, as this past year marked the 40th anniversary of the campus.

PARTICIPANTS

Management Development
Program (D-1)

Executive MBA

Full-time MBA

Continuous Updating
Management Program

During this academic year, the campus welcomed 612 participants in four programs:

REUNIONS

In May, IPADE once again welcomed back more than 1,250 graduates for a reunion with their former classmates and faculty, inviting alumni to celebrate and relive fond memories of their time on campus.

IPADE Mexico City

Class Years ending in 1 and 6, and the Class of 2013
Total: 1,105

Executive MBA: 236 Graduates
Management Development Program (D-1), Innovation and Technology Management Program (ADIT), and Senior Management Program in Private Equity (ADeCaP): 218 graduates
Executive Management Program (AD-2), and General Management Program (AD): 315 graduates

IPADE Guadalajara

Class Years ending in 1 and 6
Total: 145

Executive MBA: 38 graduates
Management Development Program (D-1): 67 graduates
Executive Management Program (AD-2): 40 graduates

IPADE Monterrey

Class Years ending in 1 and 6, and graduates from the past academic year
Total: 300

Full-time MBA: 13 graduates
Executive MBA: 117 graduates
Management Development Program (D-1): 92 graduates
Executive Management Program (AD-2): 78 graduates



Global Case Competition
Full-time MBA
IPADE Monterrey campus



Julián Sánchez García
IPADE Associate Dean

"Increase the capacity to generate relevant knowledge, promote business culture in Mexico, and jump-start sustained growth in high-impact companies that contribute to the economic and social development of this country –these goals are the basis for all our work here at IPADE."

Rafael Gómez Nava
Dean of IPADE Business School

FACULTY

During this academic year the IPADE faculty carried out new research and generated cutting-edge materials to provide participants with relevant information about the current realities of the business world.

PROFESSORS

FULL-TIME 32
VISITING 27
EMERITUS 10
PHD 27
MEXICAN 35
INTERNATIONAL 14

CASES 60
TECHNICAL NOTES 12
SUPPORT MATERIALS 25
STUDY GUIDES 5
CASE TRANSLATIONS 30

The annual IPADE Faculty meeting took place in August, during which professors and directors took time from the daily activities to reflect on the institution's fundamental mission and values, and the importance of professionalizing managerial work –not just in work environments, but in all aspects of life. This year the theme focused on the role of work, the trends and challenges in the current business environment, and perspectives on the future of the business world.

INVITED LECTURERS

- Dr. Jeffrey Pfeffer, Graduate School of Business Stanford University
- Dr. Dave Ulrich, Ross School of Business-University of Michigan
- Dr. Martin Schlag, Pontificia Università della Santa Croce
- Dr. Francisco Ugarte Corcuera, Opus Dei Vicar for Mexico

There were also two round table discussions featuring representatives from Endeavor, USEM, COPARMEX, Consejo Coordinador Empresarial (CCE, Mexican Business Coordinating Council), PWC, Deloitte, and EY.



Juan Romero McCarthy
Director, Senior Management Programs

RESEARCH CENTERS

IPADE has created five Research Centers with the objective of encouraging studies that promote economic and business development in Mexico and spurring the constant transformation and evolution of the business world. During this academic year, these centers carried out diverse research initiatives and up-to-the-minute projects to provide solutions to socio-political problems through critical analysis.

RESEARCH CENTER FOR WOMEN IN SENIOR MANAGEMENT (CIMAD)

Research Projects

- Transforming Paradigms, Opening Avenues for Talent
- Female Entrepreneurs and Executives in Mexico throughout History

Events

- Book Presentation: *El lado femenino del poder (The Feminine Side of Power)*, Mexico City and Guadalajara
- General Motors and Management Development Program (D-1)
- Women's Day at Telefónica
- Women's Day at the Instituto Federal de Telecomunicaciones (IFT, Federal Telecommunications Institute)
- CIMAD-American Express Agreement signing
- CEOs American Express
- Working Mother México Certification

Projects

As part of the "Transforming Paradigms, Opening Avenues for Talent" project, the center convened focus groups with seven different companies, attracting a total of 240 attendees.

Scotiabank: 30
General Motors: 30
SAP: 30
IBM: 30
MetLife: 30
American Express: 30
PepsiCo: 30
Closing Session: 30 attendees

Programs

CIMAD-Santander Program
CIMAD-HSBC Program

Strategic Alliances

CIMAD-American Express

CIMAD established a strategic alliance with American Express to promote research projects focused on the challenges faced by women in senior management roles and to encourage change in the work environment in Mexico.

CIMAD-Catalyst

Catalyst (2016-2018): This alliance, with the leading nonprofit organization dedicated to accelerating progress for women in the workplace, aims to create inclusive leadership programs. Additionally, CIMAD will share Catalyst's voluminous and pioneering research in Mexico. CIMAD will also participate in online courses and at the Catalyst Awards conference, set to take place during the alliance.

CIMAD's Impact on Society

It is worth noting that Senator Lucero Saldaña proposed legislation called the Federal Work Law after reading the book *Talento femenino en la Alta Dirección en México (Female Talent in Senior Management in Mexico)*. This law not only raises awareness of the need for maternity leave, but also of the need for paternity leave. Currently, paternity leave in Mexico is only five days, and not all employers are obliged to give these days. The law proposed by Senator Saldaña seeks to guarantee 15 days in the case of both birth and adoption.

CENTER OF STUDIES FOR INSTITUTIONAL GOVERNANCE (CEGI)

Events

- Business for Peace, an initiative of the UN Global Pact in Mexico
- Leader Summit at the United Nations Headquarters, New York City
- Annual Meeting of the UN Global Pact in Mexico at IPADE

Projects

In collaboration with the Center for International Private Enterprise (CIPE), CEGI launched a project called "Culture of Integrity: Combating Corruption in Mexico." The purpose of this project was to understand the Mexican business community's experience of corruption. The project involved the following activities:

A survey was developed in order to measure IPADE students' experiences with corruption in the Mexican private sector.

The pilot survey was distributed to Continuous Updating Management Program participants and received 504 responses.

The final survey was sent to more than 30,000 alumni, and produced 1,060 responses.

25 personal interviews were held with different company presidents to initiate a deeper dialogue about the issue at hand.

Six focus groups were convened at IPADE's three main campuses, consisting of 45 Senior Management Program participants from 10 states throughout Mexico.

Using the results, CEGI organized three workshops at IPADE's permanent campuses to provide participants with the tools necessary to actively combat corruption. These workshops attracted 118 participants and generated 17 roundtable discussion groups.

RESEARCH CENTER FOR FAMILY BUSINESSES (CIFEM)

Research Projects

- The Family Business: Succession challenges from the founder's perspective
- Management and governance practices that impact the perception of harmony in the family business
- Are you ready to leave the business?
- Governing Structures in Family Businesses
- C-suite succession from the perspective of the founder of Mexican family businesses

Events

- International Family Enterprise Research Academy Regional Forum (IFERA)
- Family Business Colloquium
- Presentation of the study on Communication in Family Businesses
- Forum for Families of Businesspeople

The 13th Family Business Colloquium –the longest running Focused Program to date, drew 125 families and currently has 640 graduates.

RESEARCH CENTER FOR BUSINESS ENTREPRENEURIAL INITIATIVE-EY (CIIE-EY)

Research Projects

- Challenges and opportunities in the nascent FinTech industry
- Profitable business models with social impact at the base of the pyramid
- Corporate Venture Capital

Events

- High Impact Entrepreneurship Summit*
- Global Investor Network*

*Both of these events were undertaken in collaboration with Endeavor.

Strategic Alliance

This academic year, the Research Center for Business Entrepreneurial Initiative-EY (CiiE-EY) forged a strategic alliance with the international corporation Ernst and Young (EY) to promote the development of research on the entrepreneurial ecosystem in Mexico, and to carry out research on themes including: high-impact entrepreneurs, social entrepreneurs, entrepreneurial spirit in business peoples' families, entrepreneurial management, and the nature of entrepreneurial initiatives.

PHILOSOPHY AND MANAGEMENT RESEARCH CENTER (CIFE)

The Philosophy and Management Research Center (CIFE) has focused its efforts on the creation of the Focused Program, "The Human Side of the Director: A Stop along the Way." This Program was designed by professors Alejandro Armenta, Arturo Picos, and Jorge Merodio.

Launched this past year, the program attracted 65 participants. The international impact and demand has been so great that a follow-up seminar was designed, connecting 18 professors in 12 cities across 9 countries via videoconference.

CIFE also collaborated on revising the conceptual framework of IPADE's Organizational Behavior Department, and supported this department in the development of cases, technical notes, and study guides.

Projects

CIFE continues to develop and revise The Human Side of the Director Program, tackling questions that participants have presented with the purpose of offering a second edition of the Program. The center has considered the creation of colloquiums to be held at the end of these sessions to better understand participants' main concerns.

CIFE also continues to promote the further development of the International Seminar delivered via videoconference, specifically directed toward professors at Latin American business schools.



María del Carmen Bernal González
Director, Research Center for Women in
Senior Management (CIMAD)

UP-IPADE CARLOS LLANO CHAIR

This academic year saw the inauguration of the Carlos Llano Chair, a joint initiative of UP and IPADE whose objective is to preserve the legacy and philosophy of one of the founders of both institutions.

The Chair's activities are focused on an in-depth analysis high priority issues for the Mexican business environment, such as influence peddling, corruption, the economic crisis, impunity, and corporate social responsibility.

EVENTS

September 10, 2015

Presentation of the Chair

Universidad Panamericana and
IPADE Guadalajara Campus

October 21, 2015

Day of Reflection on the Current Reality in Mexico

Universidad Panamericana

April 7, 2016

Dialogue on Ethics, Business, and Life

IPADE Mexico City Campus

June 13-17, 2016

Citizenship 2016: Citizenship beyond Decadence

IPADE Mexico City Campus

RESEARCH PROJECTS

Examination of the Case Method and Implications for IPADE Programs

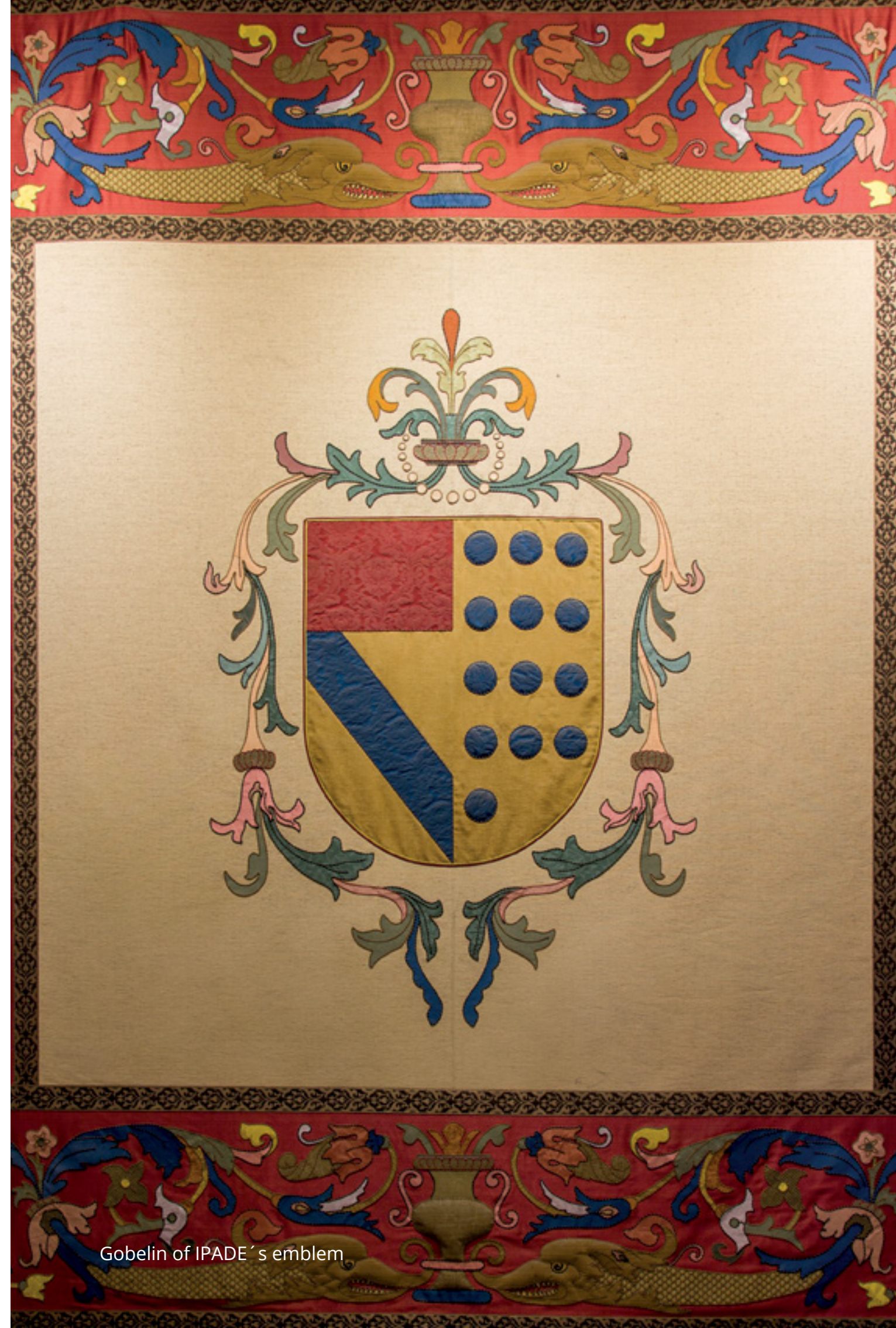
Alejandro Armenta and Julián Sánchez
Philosophy and Management Research
Center (CIFE)

The Business Leader and Additional Support

María del Rosario Athié Labarri, Eduardo
Ruiz Avellán, José Oseas Ramírez Aaad, and
Ana Beatriz Preciado Urrea
Universidad Panamericana, Thunderbird
School of Global Management, and
Universidad de Alicante

Carlos Llano: Philosophical and Anthropological Foundations of His Decision Theory

Raúl Ruvalcaba
Doctoral Research at Pontificia Università
della Santa Croce



Gobelin of IPADE's emblem

RANKINGS



Expansión

Best MBAs in Mexico 2016

Ranked number one for the 9th consecutive year

Financial Times

Global MBA Programmes

First place in Latin America
80th overall

Financial Times

The Best MBA Programmes for Entrepreneurship

Best business school in Mexico and Latin America
15th overall

8
Forbes

The Best International 2-Years Business School

Only Latin American business school mentioned
8th overall

10
QS Top MBA

Latin American-Top MBA Global 200 Schools

First appearance on the list
10th place

20
Financial Times

Executive Education Programs

Development of New Skills	3rd
Facilities	10th
Teaching Methods and Materials	10th

SOCIAL RESPONSIBILITY

The El Peñón Foundation and Colegio Montefalco are two of the social responsibility initiatives closely tied to the IPADE alumni community. The Institutional Development Department coordinates student and alumni activities to benefit these institutions, connecting the IPADE community with these educational organizations to create synergies and projects to benefit the students and families in the communities.

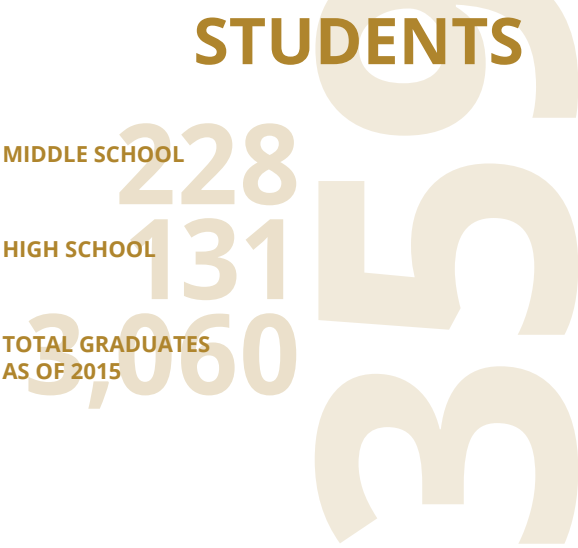
IPADE Social Responsibility Initiatives

El Peñón Foundation, I.A.P., and Colegio Montefalco: Each school provides an education for more than 900 students from 12 municipalities in the eastern part of the state of Morelos and nearby areas of Puebla.

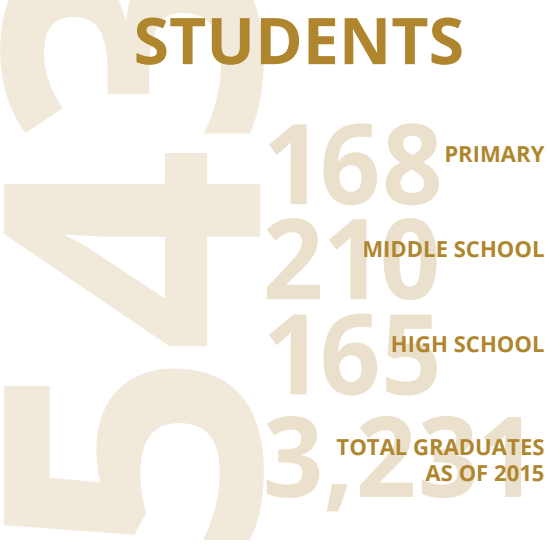
IPADE Invitational Golf Tournament Mexico City 2016: organized to benefit the El Peñón Foundation.

- 11th edition
- Held on March 7, 2016
- 194 golfers, including alumni, professors and, administrators
- Held at Bosque Real Country Club

EL PEÑÓN FOUNDATION



COLEGIO MONTEFALCO



Students of Colegio Montefalco



“El Peñón gives us the opportunity to change lives, not only the lives of those that need help, but also the lives of the people that provide help. We become better in that we ‘help ourselves by helping others’”.

Gustavo Hernández
President of the Board of El Peñón



*Executive MBA Program
IPADE Mexico City Campus*

CORPORATE OPERATIONS

In order to provide participants with a high-quality experience, IPADE is constantly innovating, creating and implementing new projects and strategies to place world-class services, facilities, and infrastructure at our students' disposal.

Emphasis on Service

- Providing academic material to participants appropriately and in advance.
- Monitoring classrooms through the implementation of the 5s Methodology.
- Automating processes for enhanced staff efficiency.
- Utilizing technology to improve our students' learning experiences.
- Renovating the Full-time MBA building.

Health-focused

- Offering food safety and handling training for food service workers.
- Implementing the HACCP to analyze food production processes.
- Renewing Distintivo H health certification.
- Constructing a fitness center for students.

Ecological, Sustainable, and Socially Responsible

- Implementing an effective, environmentally safe cleaning system.
- Savings 76% on energy consumption by changing to LED lighting.
- Using a standardized and semi-automatic disposal system based on clean technology.
- Installing an automatized watering system to lower water consumption.
- Weather proofing buildings with ecological thermal material.

CORPORATE COMMUNICATIONS

Istmo

New Editorial Board

During this academic year, *Istmo* Magazine established a new editorial board, tasked with ensuring congruency between published content and editorial opinion –defined by high standards, a wide range of content, and practical insight, as well as interpreting trends and the creation of a culture that fosters dialogue.

***Istmo* Forum**

This year, IPADE hosted the 8th *Istmo* Forum. This was the first time that the event was organized by IPADE subsequent to the recent incorporation of the magazine. Focused on the theme “Management 2020,” the event attracted 289 attendees, including current students, alumni, and magazine readers. Attendees focused on the challenges business leaders will face in the remaining years of this current decade.

IPADE’s digital archives

With the goal of organizing, conserving, and managing the many materials produced by IPADE, the institute has begun digitizing thousands of photos, documents, and videos that represent the institution’s historical repository. This archive contains records of important milestones in IPADE’s institutional life going back to the moment it was founded nearly 50 years ago.

DIGITALIZED DOCUMENTS

IMAGES

81,173

BOOKS AND BOUND PERIODICALS

2,281

PHOTOS AND PAMPHLETS

36,809

PHOTOS AND FILES ON CD

10,052

IPADE VIDEO CATALOG

6,510



IPADE archives



This coming year we will celebrate our 50th anniversary, representing 50 years of educating more than 35,000 businesspeople, managers, and entrepreneurs, benefitting thousands of Mexican companies.

As we close another academic cycle, we reflect on the road we have travelled and look towards the future with optimism and a sense of responsibility...

X Design

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Dean

Julián Sánchez García
Associate Dean
Academic Personnel and Programs Director

Laura Ponce de León Garduño
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